In the News

TASK FORCE HELPS REVITALIZE IRAQ'S INDUSTRIES

Donna Miles

WASHINGTON—A team of 25 industrial leaders and business analysts is headed to Iraq to join 35 others already there working to get almost 200 idle Iraqi factories up and running.

The industrial revitalization initiative is part of a sweeping plan to get Iraqis back to work, restore their livelihoods, and jump-start Iraq's economic base, Paul Brinkley, deputy under secretary of defense for business transformation, told Pentagon reporters.

Brinkley said the effort has another equally important objective: to ensure that Iraqis don't turn to terrorism simply because they see no other way to feed their families.

Army Lt. Gen. Peter Chiarelli, commander of Multinational Corps Iraq, told reporters in Baghdad last month there's strong evidence that rampant unemployment is fueling the insurgency. He pointed to the example of a former factory worker who had turned to planting improvised explosive devices for the insurgency so he could feed and care for his family.

Reopening industries and improving job satisfaction among Iraqis would go a long way toward neutralizing the forces giving rise to sectarian violence, Chiarelli told reporters.

"Putting young men and middle-aged men to work would have a tremendous impact on this level of violence we're seeing in and around Baghdad and also in the other provinces," he said.

Operating under the auspices of the Task Force for Improved Business and Stability Operations in Iraq, DoD and other U.S. agencies, Iraqi officials, and the corporate world are working to reopen 193 industrial operations once owned by the Iraqi government.

These businesses, which have sat idle since Saddam Hussein's fall in 2003, once employed 10 percent of the Iraqi population, Brinkley said. But their impact on the Iraqi economy was even greater because private-sector companies provided goods and services to the government-run factories. So when the factories closed their doors, the private companies' customer bases dried up, and they too were forced to close.

The U.S. government's economic effort in Iraq initially focused on reconstruction, with an assumption that Iraq's private sector would eventually take over the idle government-owned businesses, Brinkley explained. But that never happened.

So the Task Force for Improved Business and Stability Operations in Iraq, which was working to improve DoD contracting operations in Iraq, shifted its focus in May 2006 to stepping up the process.

"We quickly came to the conclusion that we had a huge, near-idle industrial base that, re-engaged, could put a lot of people back to work and restore normalcy to a sizeable amount of the population," Brinkley said. "So we immediately embarked on turning that industrial base back on."

Initial plans call for opening the first 10 factories quickly, with the estimated $5 million in start-up costs to be paid by the Iraqi government, he said.

Many of those 10 companies, which provide goods and services ranging from building materials to industrial products to clothing and textiles to drugs and medical supplies, are expected to open within the next six months, Brinkley said.

"Our expectation is that every month in 2007, we should be putting thousands of Iraqis back to work across the country," he said. "And if we do that, we will create a whole cascading series of beneficial impacts."

The challenges the task force faces are enough to stump even the most visionary Harvard Business School graduate.

The work involved is a hard, roll-up-your-sleeves effort that requires getting on factory floors with plant managers to determine what's needed to get it restarted, Brinkley said. "What are the constraints? Does it have supply? Does it have customers? Are the customers ready to buy things? If they don't have customers, how can we generate demand for them? Do they have working capital? Are the ministries ready to infuse working capital into the operation? Those are all the things you deal with in business," he explained.

Task force members are rotating into Iraq two weeks out of every month to address these issues and help get the factories running.

"What we are doing is assessing these factories," Brinkley said. "We are bringing in expertise. We are bringing international industry to bear to create demand for these factories."

But Brinkley emphasized that the goal is for the Iraqi government, not the United States, to fund the effort. "We want this to have an Iraqi face. This is Iraq's industry," Brinkley said. "And we want Iraq to be involved in getting it restarted, and they are extremely supportive of this."

Once the factories are opened, Brinkley said the U.S. military will contract with them as much as possible for goods and services supporting U.S. military operations in Iraq. Most of this business, which amounts to about $4 billion a year, currently goes to companies outside Iraq.

This will enable the United States to continue supporting its deployed troops in a way that reduces the logistical burden but also stimulates economic growth in Iraq, he said.

"We've set a collective objective that we would like to see 25 percent of that $4 billion flowing into the Iraqi economy within a year," he said.

As this effort moves forward, Brinkley acknowledged that newly reopened factories have the potential to become terrorist targets. Task force members, however, are optimistic that newly re-employed local workers will help prevent violence that threatens their livelihoods.

Brinkley noted that even in the most violent areas of Iraq, many of the empty factories went untouched by insurgents and looters alike. In some cases, new equipment, computers, and inventory remained in place—a sign, he said, that local leaders protected them against damage or theft because they recognized their value to the community.

"That's a good story because what we think is chaotic is actually controlled," he said. "Somebody has made it clear, 'Don't touch that factory.' That's a good sign. We can get that factory turned back on."

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>
> —Paul Brinkley
> Deputy Under Secretary of Defense for Business Transformation

This initial effort will have "a huge cascading effect" in Iraq, where a single breadwinner supports 13 other people. By comparison, the average U.S. worker supports four people, he said.

Ultimately, Brinkley said economic progress in Iraq will help drive other forms of progress forward. Reopening factories isn't the full answer, he said, but it is an important part of the overall strategy for success. "It's a piece of the puzzle," he said.

When Iraqis have the opportunity to return to their jobs and provide for their families, no longer will terrorism appear to be their only financial option, he said. When this happens, "an insurgent [will] become a zealot, not just someone trying to make a living," he said.

Miles writes for American Forces Press Service.

AIR FORCE OFFICE OF SCIENTIFIC RESEARCH PUBLIC AFFAIRS (JAN. 5, 2007)
OFFICIALS OUTLINE BASIC RESEARCH FUNDING PROCESS

William J. Sharp

ARLINGTON, Va.—Providing U.S. warfighters with a technological edge in battle is a huge responsibility, and the Air Force Office of Scientific Research is actively involved in the process.

Each year, the Air Force Office of Scientific Research program managers evaluate thousands of basic research proposals received from scientists and researchers worldwide.

Each proposal is tied to a request for funding, and researchers are constantly in competition for a portion of $400 million in funding managed by Air Force Office of Scientific Research program managers on behalf of the Air Force and the Air Force Research Laboratory.

"Our program managers consider promising projects taking place throughout American universities, the private sector, federal government, and in some cases, globally," said Dr. Thomas W. Hussey, chief scientist, Air Force Office of Scientific Research.

"With a staff of some 200 people, the Air Force Office of Scientific Research supports more than 5,000 basic research projects worldwide critical to the defense of the United States," he explained.

"Our mission is to create revolutionary technological breakthroughs for the Air Force, armed forces, and the nation," said Dr. Brendan B. Godfrey, director of Air Force Office of Scientific Research.

"We realize our funding decisions affect a great many people from researchers to citizens to warfighters," he noted. "Because of these considerations, we take our work very seriously."

Program managers balance many factors in decision making to include funding available; technological importance, need, and applicability; and risk involved.

Air Force Lt. Col. Rhett W. Jefferies is one of some 40 Air Force Office of Scientific Research program managers. He works in the aerospace, materials, and chemistry sciences directorate. His area of focus is aerodynamics and flow. The directorate is also responsible for research in structural mechanics, materials, chemistry, fluid mechanics, and propulsion. At present, its managers oversee more than 300 research projects. A portfolio of 30-35 funding grants keeps him busy.

"The first step in the funding process is a peer review panel," Jefferies said. "Panelists must be experts in their respective fields and have no conflict of interest in serving on the panel."

Reviews normally involve two internal panelists and one external. Internal panelists are typically Defense Department scientists. External panelists can include experts from NASA, the National Science Foundation, and others. Panel members must be intimately familiar with the research area and able to provide advice and expertise in a broad range of areas.

"Panelists provide feedback on a proposal's technical merit and on opportunities for collaboration, which are both very important in basic research," Jefferies said.

"They also provide advice on funding. The feedback helps guide program managers and principal investigators— those that carry out the research—through the decision-making process."

Prospective grantees are encouraged to submit white papers or otherwise interact with the program manager to determine whether their research concepts are of interest to the Air Force before they go to the trouble of submitting proposals.

Because any research topic could potentially generate hundreds of proposals from interested researchers, panel reviews also help all involved stay focused on the direction of basic research.

"Panel members use a scale we provide to grade technical merit," said Jefferies. "There is a cutoff score involved, and we don't recommend funding for projects that fall below the cutoff."

Annually, program managers review portfolios for planning purposes. Based on the review, decisions can be made to add, modify, or discontinue research programs. Before decisions are made, reviewers typically seek collaboration with members of the scientific community. The needs of the Air Force are always of primary concern.

"About one third of our research portfolios are up for review each year, which helps us keep our workload manageable," Jefferies said. "We spend a lot of time collaborating with colleagues and experts from various scientific communities."

"So, to some degree, some of the risk of initiating new research is managed before we have to make a decision," he emphasized. "Still, recommended decisions rest with program managers.

"So, we are constantly evaluating research in order to make the best possible decisions," Jefferies concluded.

Sharp is with Air Force Office of Scientific Research Public Affairs.

NEW LAND WARRIOR AND MOUNTED WARRIOR SYSTEMS DIGITIZE THE BATTLEFIELD

Program Executive Officer (PEO) Soldier Brig. Gen. Mark Brown believes that "networking the battlefield" by providing infantry soldiers with high-tech tools to plug into the digital battle command network is a critical step toward increasing soldiers' lethality, while reducing the risk of death or injury, fratricide, and surprise enemy attacks.

"If the technology-based systems we've tested over the past few months under combat-like conditions gain Army approval, for the first time in military history our soldiers will be wearing and carrying tools designed to reduce and/or eliminate the 'fog of war' previously considered inevitable in battle," said Brown.

Brown was referring to the comprehensive assessment of the latest Land Warrior and Mounted Warrior systems conducted jointly by PEO Soldier and the U.S. Army Infantry Center from May through August at Fort Lewis, Wash. More than 400 soldiers of the 4th Battalion, 9th Infantry Regiment, 4th Stryker Brigade Combat Team, 2nd Infantry Division participated. The battalion was equipped with 440 Land Warrior Systems and 147 Mounted Warrior Systems. The assessment produced many lessons learned, and feedback from the soldiers has been positive.

Following a limited user test in September, the Army will decide whether to field the systems to troops deployed in Iraq and Afghanistan.

Land Warrior develops integrated protection and networking fighting systems for ground soldiers. It combines computers, lasers, navigation modules, radios, and other technologically advanced equipment to improve soldiers' ability to communicate on the battlefield. It heightens their situational awareness and integrates it with protective technologies to enhance their ability to fight effectively and survive. Mounted Warrior develops the same type systems for combat vehicle crewmen. It includes communications and displays that will improve situational awareness on or off the vehicle.

Col. Richard Hansen, Project Manager Soldier Warrior, explained the reason for the full-scale assessment: "In late 2004, the U.S. Army Infantry Center conducted a side-by-side comparison between Land Warrior-equipped soldiers and Rapid Fielding Initiative-equipped soldiers at Fort Benning, Ga. This squad-level operational assessment demonstrated that Land Warrior capabilities do improve the combat effectiveness of soldiers and small units engaged in dismounted operations." The result was a battalion-level assessment. Although not all of the results are in, Hansen says they look good.

Infantry close combat is the most demanding battlefield environment with the highest potential for casualties. Land Warrior will help infantry soldiers—who are exposed to the highest risk in close combat—fight effectively and survive by enhancing their ability to communicate on the battlefield and increasing their awareness of the surrounding environment. Land Warrior-equipped soldiers are capable of instant voice and data communications with other soldiers, command posts, and supporting vehicles and aircraft.

"This system is as significant and important as rifled barrels once were over smooth bore barrels. It will change the way we fight," observed Col. Ernest Forrest of the Army's Training and Doctrine Command.

Many of the improvements tested in the assessment were suggested and designed by the soldiers themselves, and they continue to provide expert feedback. The confusion that soldiers commonly experience in battle extends to communicating and receiving orders, as well as tracking the location of other soldiers and the enemy. The Army has made great strides equipping vehicles and command posts with state-of-the-art digital battle command networking capabilities that enhance situational awareness and increase survivability and lethality. The Land Warrior system extends these advantages to infantry soldiers. Precise navigation and real-time, common situational awareness will substantially reduce the risk of fratricide or surprise enemy attacks, according to Land Warrior leadership.

Capt. Patrick Roddy, commander of C Company, 4th Battalion, 9th Infantry Regiment at Fort Lewis explained, "The Land Warrior system provides near-real-time knowledge of where I am and where all my units are. That gives me a better ability to command and control the movement of the unit in the field, prevent fratricide, and determine what force I want to bring to bear on known or suspected enemy locations at a given time."

Using the new systems, mounted soldiers will be able to receive voice, data, and tactical Internet connectivity to communicate effectively with troops on the ground,

The U.S. Navy (USN) Tactical Unmanned Aerial Vehicle (VTUAV) System Fire Scout, makes its first autonomous landing Jan. 17, 2006, aboard the U.S. Navy (USN) Austin Class: Amphibious Transport Dock, *USS Nashville* (LPD 13), while the ship is under way in the Atlantic Ocean. With an on-station endurance of over four hours, the Fire Scout system is capable of continuous operations, providing coverage at 110 nautical miles from the launch site.

DoD photograph by Kurt M. Lengfield

mounted warriors in other vehicles, and unit leaders. For the first time ever, large-scale map displays will show the soldier his or her location, the location of fellow soldiers, vehicle locations, known enemy positions, and up-to-the minute mission plans and orders. This will allow soldiers to engage targets with minimal exposure, thanks to improvements such as video and thermal sighting routed to a small helmet-mounted display. Leaders will be able to perform faster, more accurate situational assessments, and then transmit simple orders quickly, queuing off the common map situational awareness display to react to changing situations.

Lt. Col. Bill Prior, commander of the 4th Battalion, 9th Infantry Regiment at Fort Lewis, said, "The vertical integration between my Stryker platforms and my dismounted guys now is much better. It's not just a radio or being able to see him—the Land Warrior can see the Strykers on the Land Warrior screen, and the Strykers can see all the Land Warriors through computer screens. So the situational awareness—the ability to pass orders, messages, and that kind of thing—will be a big benefit for us."

NAVY NEWSSTAND (JAN. 10, 2007)
ENHANCED FIRE SCOUT MAKES FLIGHT DEBUT

Sandy Schroeder

PATUXENT RIVER, Md.—The U.S. Navy's MQ-8B Fire Scout unmanned aerial vehicle (UAV) made its first flight last month at the Webster Field annex of Patuxent River Naval Air Station in St. Inigoes, Md.

The Navy's vertical takeoff and landing tactical UAV (VTUAV) system was originally dubbed the RQ-8A, but during the summer of 2005, was re-designated to the MQ-8B to reflect the Fire Scout's evolution toward an increased, multi-functional role. The test events marked the first flight of the enhanced variant.

During flight testing, three events were conducted and executed as planned. Flight test one was a test of the command for launch abort functionality, calling for the operator to command a launch and immediately command an abort. This test ensured that the control logic would hold the aircraft on deck if it had not yet taken off.

The second flight test was a test of the same system after takeoff had commenced. It called for the operator to issue the launch command then issue an abort command immediately after takeoff.

The third flight test focused primarily on safety. Fire Scout developers have determined that when the aircraft is below 10 feet, it is safest to return immediately to the deck. If the aircraft is higher than 10 feet, it should continue up to a "perch" altitude of 30 feet and await further commands. Flight test three confirmed this functionality, as the air vehicle properly ignored an abort command above 10 feet and continued to the perch position. The aircraft was then allowed to hover for 12 minutes as telemetry data were recorded. Upon issuance of the land command, the aircraft executed an uneventful landing back to the launch spot.

"We are very proud of our efforts leading up to this important milestone for the program," said Cmdr. Rob Murphy, the VTUAV team lead. "We had an aggressive schedule, and the integrated team really pulled together to make it happen on time."

Some of the most notable improvements seen with the MQ variant of the Fire Scout include increased power, fuel, and payload capacity. Additionally, the MQ-8B offers more than double the mission radius and time on station than the previous version of VTUAV.

The Fire Scout UAV program strives to provide safe, reliable, repeatable, autonomous flight operations in a maritime environment from all air-capable ships. When operational, Fire Scout will provide critical situational awareness, intelligence, surveillance, reconnaissance, and targeting data to the forward-deployed warfighter. The program is on schedule for fleet introduction in fiscal 2008, with full rate production in fiscal 2009 following successful operational evaluation.

The Fire Scout UAV is manufactured by Northrop Grumman Unmanned Systems, and the program is managed by the U.S. Navy's Unmanned Air Systems program office, PMA 263.

For related news, visit the NAVAIR-Naval Air Systems Command Navy NewsStand Web site at < www.news.navy.mil/local/navair/ >.

Schroeder is with NAVAIR Public Affairs, Program Executive Office for Strike Weapons and Unmanned Aviation.

SDDC BECOMES A MAJOR SUBORDINATE COMMAND TO AMC
Mitch Chandran

The Military Surface Deployment and Distribution Command (SDDC) is officially a major subordinate command to U.S. Army Materiel Command (AMC), headquartered at Fort Belvoir, Va.

The Army designated its three large four-star commands —Forces Command, Training and Doctrine Command, and Army Materiel Command —as "Army Commands." This reorganization also eliminated the term "Major Army Command" or "MACOM" and moved several of the former MACOMs that used to report directly to Department of the Army underneath these three large Army commands.

SDDC had been a MACOM reporting to Department of the Army. At the same time, SDDC was, and still is, the Army Service Component Command to U.S. Transportation Command (USTRANSCOM)—a joint combatant command—and along with the Air Force's Air Mobility Command and the Navy's Military Sealift Command, provides USTRANSCOM with air, sea, and surface capability to move DoD assets worldwide.

Under the new Army reorganization, instead of reporting directly to Department of the Army as a MACOM, SDDC will fall under Army Materiel Command as one of their major subordinate commands for administrative purposes. Operationally, SDDC continues to work for USTRANSCOM, coordinating all surface movement of Department of Defense assets including the operation of 24 worldwide seaports.

"It's important to note our service to the warfighters will not change under this change in command relationship," said Col. Timothy McNulty, chief of staff for SDDC. "The change in command relationship will be transparent to the folks we support daily and to our workforce as well."

Some advantages are that AMC provides SDDC with four-star-level Army support in all aspects of the command's administrative requirements, and the synergies between SDDC and AMC's other major subordinate commands are invaluable.

"This is a very positive relationship," said Col. Scott Kilgore, Judge Advocate General for SDDC, "We now have more clout than in the past [Army four-star oversight],

and the AMC staff was very accommodating to us as we went through the reorganization process."

"We look forward to being a member of the AMC team, to leverage all AMC brings to the fight; and with SDDC joining the team, we are moving towards an Army command that is the logistician for this Army," McNulty said.

In a memorandum of agreement between Army Gen. Benjamin Griffin, AMC commander, and Air Force Gen. Norton A. Schwartz, USTRANSCOM commander, SDDC will continue to be responsible for all end-to-end surface deployment and distribution as an Army Service Component Command under the combatant command of USTRANSCOM.

The agreement identified 179 regulatory authorities SDDC possessed in which SDDC will relinquish 34 (19 percent) to AMC.

According to AMC officials, major advantages of aligning SDDC to AMC support the following emerging capabilities:
- Single Army integrator of logistics with joint and strategic partners
- Coordination of the end-to-end distribution pipeline from a national sustainment base to deployed theater support commands
- Providing command and control training readiness oversight of assigned forces
- Assisting Forces Command generation and rapid projection of trained and ready forces from Continental United States-based to Regional Combatant Commander and reset of forces upon return to home station.

"The relationships we have established with our ocean-going, rail, and highway commercial partners are just as important now as they were before the reorganization," McNulty said, "And we will continue to maintain and even improve upon these relationships."

The U.S. Army Materiel Command is the Army's premier provider of materiel readiness—technology, acquisition support, materiel development, logistics power projection, and sustainment—to the total force, across the spectrum of joint military operations. If a soldier shoots it, drives it, flies it, wears it, or eats it, AMC provides it.

For more information about SDDC, visit < www.sddc.army.mil >. For more information about AMC, visit < www.amc.army.mil >.

Chandran is with the Military Surface Deployment and Distribution Command, a major subordinate command to U.S. Army Materiel Command (AMC), headquartered at Fort Belvoir, Va.

AIR FORCE PRINT NEWS (JAN. 18, 2007)
JPADS CONTINUES 'REVOLUTION IN AIR DROP TECHNOLOGY'
Tech. Sgt. Scott T. Sturkol, USAF

FORT DIX, N.J.—Since October 2005, the Air Mobility Warfare Center has partnered in an effort to revolutionize the way the Air Force does its airlift air drops in the expeditionary environment and around the globe with the Joint Precision Air Drop System, or JPADS, initiative.

"When it was said to make this concept of JPADS a reality and we became Air Mobility Command's lead on this project, we started work right away," said Maj. Gen. David S. Gray, AMWC commander. "General (Duncan J.) McNabb (AMC commander), made this a command priority, and he definitely made it my No. 1 priority. I'm proud of how far we've come and how fast we got there."

In November 2005, AMC opened a JPADS "Tiger Team" that included representation from dozens of agencies at command headquarters, especially the Combat Operations Division and Plans and Programs, as well as people from the Air Mobility Battlelab and the Air Force Mobility Weapons School. The team was chaired by Col. Charles Stiles, the AMWC vice commander.

The team's work paid off when the first combat air drop using JPADS took place over Afghanistan Aug. 31.

"That effort put us a day ahead of the goal for combat operability by Sept. 1," said Maj. Dan DeVoe, AMWC project officer for JPADS who deployed to Afghanistan in 2006 as part of the mobile training team establishing system operations in theater.

The system is a high-altitude, all-weather capable, global positioning system-guided, precision air drop system that provides increased control upon release from the aircraft, said DeVoe.

"When you're able to complete air drops at higher altitudes for example, it keeps the aircraft and aircrews safer and out of range of the enemy," DeVoe said.

"Additionally, with the ability to precisely drop bundles to multiple, small drop-zones, JPADS brings an entirely new capability to the warfighter while saving lives and resources in the process."

Traditional air drops by Air Force airlifters, such as the C-130 Hercules and C-17 Globemaster III, are at altitudes of anywhere between 400 and 1,000 feet. With JPADS, those same airlift aircraft have the potential to guide air drop bundles from as high as 25,000 feet.

JPADS includes a mission planner to plan the optimal release points using special software residing on a laptop computer. The computer is loaded with a high-resolution grid of forecasted winds. The mission planner also receives updated, near-real-time wind speeds while in the air using hand-launched dropsondes (hand-sized, parachute-equipped wind indicators).

There are also multiple types of JPADS parachute systems that either have one or two types of parachutes—steering and traditional—that are airborne guidance units equipped with a GPS receiver that has steering lines attached to the steering parachute and a GPS retransmit kit mounted inside the bundle to ensure uninterrupted signal reception.

"When dropped, GPS receivers use the steering mechanisms to fly the bundles to their predetermined drop zones," DeVoe said. "In combat zones right now, JPADS-equipped bundles are being delivered in the 2,000-pound category carrying everything from ammunition to food for troops in remote, hard-to-reach places."

JPADS mission planners have also found a role in improving traditional air drops as part of the Improved Container Delivery System, or ICDS.

"Using their JPADS computer equipment, mission planners are now flying along traditional air drop missions providing better aerial release points for those bundles as they are dropped from the plane," DeVoe said.

"They've been able to increase air drop accuracy and altitude for traditional ICDS bundles. It's getting better every day with this technology."

As of December 2006, 120 ICDS air drops and nine JPADS air drops were completed delivering more than 1,000 bundles to troops on the ground.

DeVoe said combat operations using JPADS will continue to grow.

"This has been successful in Afghanistan, and soon we hope it will be further utilized in the Iraq theater of operations," DeVoe said.
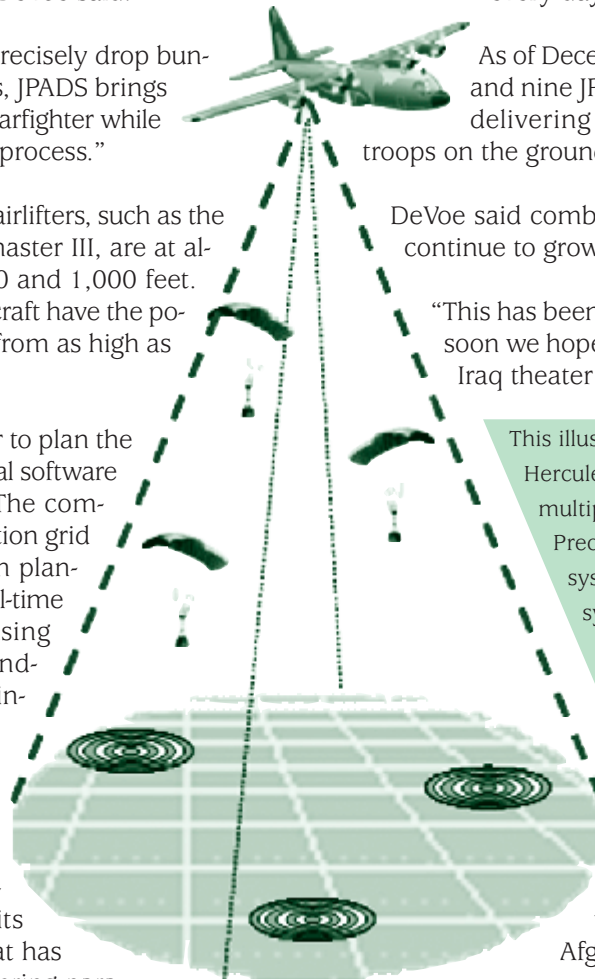
This illustration shows how a C-130 Hercules can airdrop supplies to multiple locations using the Joint Precision Air Drop System. The system uses global positioning system-guidance along with steerable parachutes to deliver air drop bundles into multiple landing zones.
U.S. Air Force graphic

Precision air drops could eventually lessen the numbers of convoys military forces undertake in both Iraq and Afghanistan, the major said.

"Fewer convoys means less exposure to improvised explosive devices and other hazards troops face on the roads," DeVoe said. "That translates to saving lives."

JPADS has been tested and deployed successfully in the 2,000-pound range, DeVoe said. However, further testing to air drop bundles eventually weighing up to 60,000 pounds is expected.

"This technology and its applications are only at the beginning," Devoe said. "The sky is the limit on where this can go for improving operations on the battlefield."

The overall Department of Defense JPADS initiative is led by the Army, but is a joint effort involving the Air Force, Navy, and Marine Corps. The AMWC's involvement has been a significant part of the Air Force's com-

prehensive effort, and AMC's support for the joint development of JPADS will only continue to grow.

"This is a revolution in the way air mobility supports the warfighter," Gray said. "We want to save lives and win the war. This will help us get there."

Sturkol is with Air Mobility Warfare Center Public Affairs.

AIR FORCE PRINT NEWS (JAN. 24, 2007)
NEW TECHNOLOGY EXPANDS AIR FORCE'S COMBAT CAPABILITY
*Capt. Dustin Hart, USAF*

MOODY AIR FORCE BASE, Ga.—The 820th Security Forces Group was selected recently as the first Air Force unit to purchase and deploy the Ground Situational Awareness Toolkit.

The GSAT system, consisting of the Scan Eagle unmanned aerial system and ShotSpotter gunfire acquisition technology, will allow airmen to identify possible enemy firing locations by tracking where shots are coming from.

"This system brings additional technology to the ground warfighter and keeps us at the cutting edge of technological improvements," said Col. John Decknick, 820th SFG commander. "Employing the GSAT system in the combat zone will greatly expand our combat capability."

While the 820th SFG will be the first Air Force unit to conduct a user evaluation of the GSAT system, its two components, Scan Eagle and ShotSpotter, are not new to the military. Scan Eagle has logged more than 20,000 hours supporting Navy and Marine missions in Iraq, and ShotSpotter is used by both law enforcement and military agencies.

ShotSpotter uses acoustic sensors, located on the backs of patrolling airmen and humvees, to detect the location of enemy muzzle blasts and, in some cases, the path of the fired projectiles. This information is then passed to on-the-ground commanders for analysis. It is also shared with an overhead Scan Eagle, which then directs its advanced cameras to the area, giving a picture of the enemy's location.
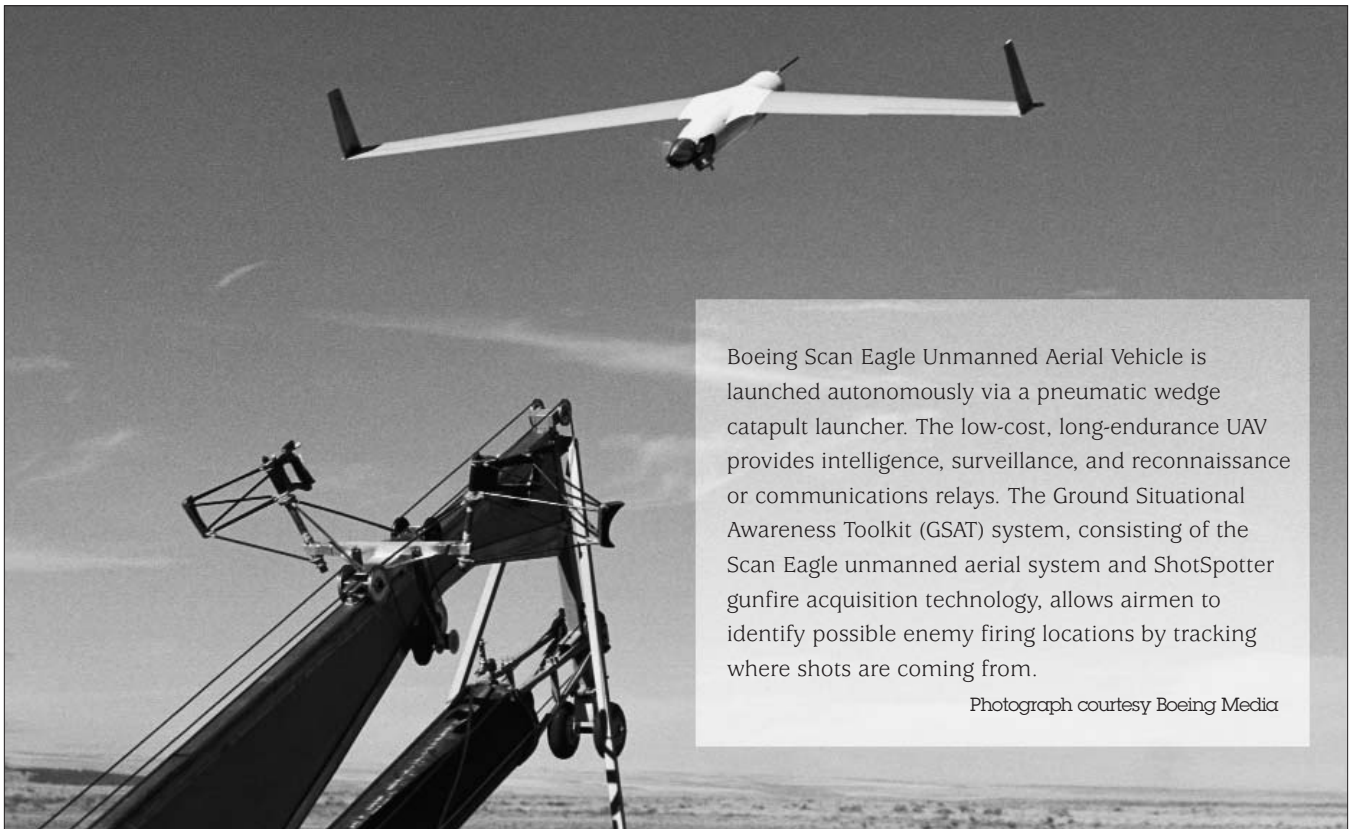
Boeing Scan Eagle Unmanned Aerial Vehicle is launched autonomously via a pneumatic wedge catapult launcher. The low-cost, long-endurance UAV provides intelligence, surveillance, and reconnaissance or communications relays. The Ground Situational Awareness Toolkit (GSAT) system, consisting of the Scan Eagle unmanned aerial system and ShotSpotter gunfire acquisition technology, allows airmen to identify possible enemy firing locations by tracking where shots are coming from.

Photograph courtesy Boeing Media

Scan Eagle, which measures four feet long with a 10-foot wingspan, is launched by a catapult system and has an approximate 20-hour flight time.

"This technology will allow us to observe enemy locations and activity, and conduct long-term surveillance and reconnaissance," 2nd Lt. Ben Worley, an 820th SFG intelligence officer said of the GSAT's capabilities. "It also provides better situational awareness (of the battlespace) to our commanders.

"With the variety of missions we conduct while deployed, having an overhead capability allows us to better prosecute our mission and protect our airmen," he said.

To prepare for GSAT's arrival in early March, three airmen are traveling to Clovis, N.M., for eight weeks of training on how to operate the system. This also will include how to maintain GSAT, allowing the 820th SFG airmen to be self-sufficient.

In order to fully use GSAT on its own, 820th SFG officials are also sending two maintainers and an intelligence airman to Clovis to attend shorter training courses on maintaining the systems and analyzing the information they provide.

Once training is completed and GSAT arrives at Moody, the 820th SFG airmen will begin incorporating it into the unit's ground training. This also will allow officials to evaluate the GSAT while performing the various missions it may encounter when deployed.

After the evaluation of GSAT is concluded, the equipment will be matched with one of the unit's deploying squadrons.

Hart is with 23rd Air Wing Public Affairs.

AIR FORCE PRINT NEWS (JAN. 25, 2007)
MOODY AIRMEN TEST NEW, NONLETHAL METHOD OF REPELLING ENEMY

Airman 1st Class Eric Schloeffel, USAF

MOODY AIR FORCE BASE, Ga.—Airmen of the 820th Security Forces Group are currently evaluating a long-range, nonlethal weapon system that could eventually save lives in the war on terrorism.

The Active Denial System is designed to engage and repel human targets by projecting a beam of energy that creates an intolerable heating sensation on the skin, said

Tech. Sgt. John DeLaCerda, the noncommissioned officer in charge of the 820th SFG advanced technologies section.

"Right now, we don't have a medium between shouting and shooting when determining an adversary's intent," he said. "When operating ADS, you can be at a distance even farther than small arms range and still repel an individual."

The ADS beam is invisible and operates on a 95-gigahertz millimeter radio frequency wavelength that moves at the speed of light. The effect penetrates the skin at 1/64 of an inch, which causes pain receptors to react. Once removed from the targeted area, the effect of the beam quickly dissipates.

"The pain is comparable to an intensified version of opening an oven and feeling the initial blast of hot air," said Staff Sgt. Jason Delacruz, an ADS operator who has also been exposed on several occasions for training purposes. "The effects are extremely sudden, and natural instincts automatically force you to quickly exit the target area."

ADS cannot be impeded by most readily available materials and is designed to be very discriminate.

While the effects can be unpleasant, ADS has undergone extensive testing since its inception more than 12 years ago.

Human effects experts have determined there are no long-term health effects associated with ADS, and research involving more than 600 volunteers and 10,000 exposures has proven there is a less than a one-tenth of 1 percent chance of even a very minor injury.

The beam is also designed to affect an individual for only a short moment due to safety presets and features, DeLaCerda said.

"ADS isn't developed to engage a target for a long period of time, and we aren't trained to operate it that way," he said. "Once we expose an individual and determine their intent, we will no longer engage them with the beam."

The 820th SFG was the first unit selected to conduct the extended user evaluation portion of the advanced concept technology demonstration process. This process is designed to expedite the transfer of advanced technologies to the warfighters.

820th Security Forces Group Airmen react to being engaged by the Active Denial System during a perimeter security scenario Jan. 24 at Moody Air Force Base, Ga. Some of the intended benefits of ADS include helping troops secure perimeters, peace-keeping, humanitarian assistance, and crowd dispersal.   *U.S. Air Force photograph by Airman 1st Class Gina Chiaverotti, USAF*

To evaluate the system, 820th SFG airmen are conducting a series of realistic combat scenarios to determine its potential effectiveness in a deployed environment. Some of the system's intended benefits include helping troops secure base perimeters, checkpoints and entry control points, peacekeeping and humanitarian assistance, and crowd dispersal, DeLaCerda said.

"ADS has been very effective, and we're getting a lot of positive feedback," the sergeant said. "Nonlethal weapons have a real role on today's complex battlefield because telling the difference between combatants and non-combatants can be very difficult. In the long run, this can help limit collateral damage, protect the innocent, and save the lives of our men and women in combat."

Schloeffel is with 23rd Air Wing Public Affairs.

DEPARTMENT OF DEFENSE NEWS RELEASE (JAN. 30, 2007)
AIR FORCE POSTS REQUEST FOR PROPOSALS FOR TANKERS

The Assistant Secretary of the Air Force for Acquisition announced Jan. 30 the posting of the KC-X aerial refueling aircraft Request for Proposal to the Federal Business Opportunities Web site, signaling the official launch of the Air Force's number one priority acquisition program.

The announcement comes after an extensive and transparent dialogue between Air Force officials and officials from the Office of the Secretary of Defense, Air Mobility Command, industry, and members of Congress. Sue C. Payton, the Air Force's senior acquisition executive (SAE), said that throughout this entire acquisition process, the Air Force has sought to minimize development risk

among differing aircraft manufacturers and types. This RFP is the culmination of those deliberations.

"The Air Force aerial tanker is essential to all Air Force and Joint global operations," said Lt. Gen. Donald Hoffman, the military deputy for acquisition. "It allows the Joint Force to project mobility, strike, and surveillance forces anywhere and anytime without relying on intermediate bases for refueling. Tankers put the 'Global' in Global Power."

The KC-X program is the first of three acquisition programs the Air Force will need to replace the entire fleet of aging KC-135 Stratotankers, which have been in service for more than 50 years. The primary mission of the KC-X will be to provide aerial refueling to United States military and coalition aircraft in the global war on terror and other missions. However, the Air Force also intends to take full advantage of the other capabilities inherent in the platform, like airlift, and make it an integral part of the Defense Transportation System.

"From addressing national security threats to supporting rapid global strikes to providing urgently needed humanitarian operations, Joint and Coalition operations depend upon the rapid global mobility capabilities which the Air Force aerial tanker provides," said the general.

The RFP stipulates nine primary key performance parameters: air refueling capability, fuel offload and range at least as great as the KC-135, compliant communication, navigation, surveillance/air traffic management equipage, airlift capability, ability to take on fuel while airborne, sufficient force protection measures, ability to network into the information available in the battlespace, and survivability measures and provisioning for a multi-point refueling system to support Navy and allied aircraft.

Payton stressed that the Department has gone through a rigorous review process for KC-X and has validated that the RFP accurately reflects the requirements as laid out by the warfighter.

The final RFP defines an integrated, capability-based, best-value approach. It includes specific factors for assessing the capability contribution of each offeror. Along with cost and assessments of past performance and proposal risk, these factors provide the source selection authority with excellent means to determine the best value

Strykers make their way down the *USNS Shughart's* gangplank on Feb. 2, 2007. The vehicles were prepped, loaded onto rail cars, and returned to Fort Wainwright where crews will begin an overhaul as part of the 1st Stryker Brigade Combat Team, 25th Infantry Division's reset.

Photograph by John Pennell

between proposals of significantly differing capabilities and cost.

"The Air Force remains committed to a full and open competition. The KC-X is the Air Force's number one acquisition priority and will continue to be conducted in a transparent and deliberate manner," said Payton.

For additional information, contact Air Force Media Operations officials at 703-695-0640. To view the RFP, go to < http://www.fbo.gov/spg/USAF/AFMC/ASC/FA8625-07-R-6470/Attachments.html > and scroll down to "Solicitation 01 (posted on Jan. 30, 2007)."

AMERICAN FORCES PRESS SERVICE (FEB. 2, 2007)
ARMY'S EQUIPMENT "RESET" PROGRAM AHEAD OF 2006 PACE

Gerry J. Gilmore

WASHINGTON—The combination of available money and around-the-clock work is enabling the Army to increase the pace of refurbishment of equipment that's damaged or worn out from service in Afghanistan and Iraq, senior military leaders testified before a joint U.S. House committee on Capitol Hill Jan. 31.

The Army received $17.1 billion from Congress for fixing war-ravaged military equipment for fiscal 2007 and has obligated $11.2 billion of those funds, Brig. Gen. Charles Anderson, the Army's director of force development, said before members of the Readiness and Air and Land Forces subcommittees.

Another $6.5 billion has been obligated for procurement of new equipment, Anderson said, noting that $4.7 billion more has been made available for operational and maintenance needs.

Anderson thanked Congress for providing the funding. Those refit and maintenance dollars are very important to the Army in a time of war when trucks, tanks, and helicopters are racking up excessive mileage or flight time and otherwise experiencing hard service during combat operations in Afghanistan and Iraq, he said.

"Tanks today are running at five times the program's rate; trucks, five to six times their program usage, and they are running, as you well know, with heavy armor; helicopters, five to six times their program usage," Anderson said.

However, current refurbishment efforts "will reverse the effects of stress on all our equipment," Anderson said.

About 20,000 pieces of war-ravaged equipment like Bradley Fighting Vehicles, Abrams tanks, artillery pieces, and wheeled vehicles were repaired and made ready for continued service in 2005, said Brig. Gen. Robert Radin, who also testified at the hearing. Radin is U.S. Army Materiel Command's deputy chief of staff for Logistics and Operations.

About 33,000 pieces of Army equipment were repaired in 2006, Radin said, adding that about 47,000 pieces of equipment are slated for refurbishment in 2007. "We've seen a steady build [in the pace of equipment refurbishments] over the years," he said.

Stateside maintenance depots are humming with activity, Radin said. An additional 1,300 employees are being hired to accommodate the increased work, he noted.

The Army term for the equipment refurbishment process is called reset, Anderson said. "Reset is a series of actions to restore a unit to a desired level of combat capability commensurate with future missions," he explained. Reset consists of three components: repair, replace, and recapitalize, he said.

Repair starts with an inspection followed by maintenance and possible replacement of some parts to bring equipment to original technical specifications, Anderson said. Replacement is to buy new, he said, to replace equipment destroyed in battle or otherwise too damaged to fix. Also listed under replacement is Reserve Component equipment that's been left overseas for other units to use, he said.

Recapitalizing involves overhauling or restoring equipment to improve performance or make it like new from the factory, Anderson said.

"Reset, in simplest terms, will reverse the effects of stress on all our equipment," Anderson said.

Funding from Congress will be used to reset 24 brigade combat teams involving about 4,000 soldiers and about 40,000 pieces of equipment returning from duty in Afghanistan and Iraq, he said.

Funding provided by Congress "has allowed us to synchronize resources and to increase the velocity and the effectiveness of reset," Anderson told committee mem-

bers. "For instance, timely funding has allowed the depots to order repair parts in advance of equipment arrival."

Maintenance depots have increased in workload and capacity, Radin said. And, when required, depot maintenance crews can perform rapid shifting of work from, say, conducting repairs on trucks to tanks, he said.

"In my personal estimate, I think we're about six months ahead of where we were last year in our program and being able to see it, execute, order the repair parts, (and) get the repair parts so that they're on hand as the equipment comes in," Radin said.

Gilmore writes for American Forces Press Service.

AMERICAN FORCES PRESS SERVICE (FEB. 8, 2007)
FUTURE COMBAT SYSTEMS RESTRUCTURING A 'BALANCING ACT'

Fred W. Baker III

WASHINGTON— The Army's Future Combat System program has been restructured as part of a "balancing act" between equipping the current force and modernizing the future force, a top Army acquisition official said yesterday.

Under the restructuring, four of the 18 systems in the program were deferred, and the fielding rate for the system's brigade combat teams was stretched out over five more years. The changes to the FCS program will eliminate $3.4 billion from its budget over the next five fiscal years, Army Maj. Gen. Jeffrey A. Sorenson, deputy for Acquisition and Systems Management, told Pentagon reporters.

The FCS was designed as a "family" of 18 individual sys-

tems, plus the network and the soldier—referred to as 18 + 1 + 1. The systems are a variety of manned and unmanned vehicles, sensors, launch systems, and unmanned aerial vehicles. All are connected by a common network with the soldier. With four of the systems deferred, the system is now 14 + 1 + 1.

None of the program adjustments compromise the systems' capabilities, he said.

"Clearly we've had to go through a very difficult period here in terms of making sure we can modernize as well as support the current operations and the current force," Sorenson said. "It was a balancing act with respect to funding priorities in modernization as well as making sure the current force is taken care of."

Most significantly, the changes call for stretching the fielding of the 15 FCS brigade combat teams from over a 10-year period to 15 years. The fielding for the first is slated

Soldiers from the Future Combat Systems, Evaluation Brigade Combat Team, employ an unmanned vehicle to clear a road during an exercise and live demonstration Feb. 1 at Oro Grande Range, Fort Bliss, Texas.

Photograph by Maj. Deanna Bague, USA

for fiscal 2015. This will reduce costs by roughly $700 million.

Two of the four classes of unmanned aerial vehicles in the program were deferred after a study concluded that there wasn't an immediate need. But, additional funds were redirected in the program to buy more of the two remaining classes of UAVs whose prototypes have been successful in Iraq, officials said.

The heavy armed robotic vehicle system was deferred to later in the program, but the numbers of some lighter robotic versions were increased. Also, the intelligent munitions system, an armed sensor that allows troops to control an area without a physical troop presence, was separated from the program. The Army will not buy any more than what is currently under contract to produce. But, again, the numbers of other sensors in the program were increased. Besides reducing costs, the changes will deliver future technologies into the hands of troops in the fight quicker, Sorenson said.

In 2005, program officials developed a "spin out" strategy, which would field elements of the FCS family of systems as they were developed, instead of waiting until the complete system is fielded. Initially, some of the unmanned systems and part of the network will be fielded, Sorenson said.

Starting in fiscal 2008, program officials hope to deliver some of the unattended ground sensors to soldiers. There are two categories of the sensors: tactical and urban. The sensors can be used to gather intelligence and conduct surveillance and reconnaissance, as well as provide troops additional security as they clear and secure buildings.

The network, which will enhance battle command capabilities, will be available as much as two years earlier under the restructuring.

Sorenson said that despite the cuts, FCS remains the largest modernization program for the Army. The program is on time, on cost, and still the number one priority of Army leadership, he said.

"It is absolutely the number one priority. And, though we've had to make some adjustments in the program, we have not walked away from the fact that the Army will have to have to modernize in the future," Sorenson said.

Total cost of the program is expected to be $162 billion with another $2 billion slated for additional construction required.

Sorenson said he does not anticipate problems with the program being approved as part of the newly submitted defense budget.

DEPARTMENT OF DEFENSE NEWS RELEASE (MARCH 2, 2007)
RELIABLE REPLACEMENT WARHEAD DESIGN DECISION ANNOUNCED

The Department of Defense supports today's announcement by the Department of Energy's National Nuclear Security Administration that it will proceed with the Reliable Replacement Warhead (RRW) program.

The decision is the culmination of an 18-month study by the Nuclear Weapons Council (NWC), a group that oversees the safety, security, reliability, and effectiveness of the U.S. nuclear weapons stockpile.

The NWC is chaired by Kenneth Krieg, under secretary of defense for acquisition, technology and logistics. The NWC members are the under secretary of energy for nuclear security and administrator of the NNSA, the vice chairman of the Joint Chiefs of Staff, the under secretary of defense for policy, and the commander of the U.S. Strategic Command.

"This program will improve the safety of the stockpile through new design and manufacturing techniques, and it will enhance security with state-of-the-art technology," said Krieg. "Additionally, the RRW program will enable a more responsive nuclear infrastructure and, ultimately, a reduced stockpile size."

The NWC approved a NNSA/Navy project proposal that is largely based on a Lawrence Livermore National Laboratory design. As part of the core program, several features of the Los Alamos Nuclear Laboratory design will continue to be developed and incorporated as appropriate. Expertise from both laboratories will be used to maximize the success of the program. The initial task will be to clearly define the baseline configuration and project scope, cost, and schedule.

"The RRW program is the right thing to do for the nation," Krieg said. "RRW is critical for sustaining long-term confidence in our nuclear deterrent."

Spotlight on DAU Learning Resources

DAU'S PERFORMANCE SUPPORT: ENHANCING ACQUISITION OUTCOMES

Art Greenlee

The Defense Acquisition University provides on-demand, leading-edge program, technical, and business professional expertise to the acquisition, technology, and logistics community and other customers. DAU faculty and staff engage with our customers and provide just-in-time assistance, advice, and solutions primarily in the areas of performance consulting and targeted/tailored training. Both areas offer learning assets vital to the development and transformation of individual, team, or organizational outcomes.

Performance Consulting

Performance Consulting consists of either content consulting with subject matter experts from functional areas helping a customer accomplish a given job or task (such as developing an acquisition strategy or applying Earned Value Management); or process consulting, where the focus is on improving business or technical processes and learning more effective ways of doing things. The DAU consultant becomes the catalyst for change in learning new ways of looking at and solving familiar problems.

DAU has entered into performance consulting partnerships with all AT&L acquisition centers across all the Services, other DoD agencies, governance organizations, and all federal agencies. The university has also provided leadership training and expert guidance in all program planning, execution, and reporting; and systems engineering, logistics, and manufacturing management of acquisition programs. DAU consultants have enhanced performance outcomes in all phases of the acquisition lifecycle framework.

DAU also offers facilitated collaboration to help groups or teams accomplish their goals. The DAU facilitator, unlike a trainer, does not have a preselected course design but offers automated tools and techniques to lead the group/team in virtual brainstorming, planning, and consensus building to achieve process or organizational change. Assisting groups or teams with strategic planning, problem solving, plan development, and alternative analysis are examples of this efficient intervention tool. Learn more about DAU's facilitated collaboration, by visiting < www.dau.mil/performance_support/facilitated_decision-making.asp >.

Targeted Training

DAU currently offers 50 already packaged, off-the-shelf targeted training (TT) courses. The length and breadth of the courses vary depending on what has already been developed for a particular TT course. The course descriptions can be found in the DAU Catalogue of Targeted Training Courses and Workshops at < www.dau.mil/performance_support/targeted_training.asp >. We recently added "Crucial Conversations," which is a practical, high-leverage communication skills course for all levels of management. Among the most in-demand TT courses are Performance-based Service Acquisition, Contracting Officer's Representative, and Economic Analysis for Decision Making. Each course has an assigned TT course manager who will contact the customer personally and discuss course content and scheduling.

In addition to off-the-shelf courses, DAU can develop any assignment-specific, just-in-time training to meet any customer's "targeted" need. The New Program Startup Workshop is an example of this targeted approach that has produced successful results. The first workshop was initially designed for Raytheon and the program management office to facilitate better government and industry teaming after contract award. A team of DAU faculty developed learning assets to address the specific needs of the program's startup actions—team arrangements, risk management and systems engineering approach planned, and contractor performance measurement system. The workshop facilitated an early environment of trust, collaboration, teamwork, and communication between key government and industry program stakeholders. Recent New Program Startup Workshops included the Army's AH-64 Apache Block III and the Navy's CH-53K Heavy Lift Helicopter programs.

Tailored Training

Tailored training takes already developed, existing core learning assets such as Defense Acquisition Workforce Improvement Act (DAWIA) core courses and modifies or tailors the course or workshop to meet the learner needs. The faculty member may also tailor other existing learning assets to provide customers what they need when they need it. An example of tailored training was the Information Technology Lifecycle Management (ITLM) workshop. DAU subject matter experts worked with the Tank-automotive and Armaments Command Chief Information Officer (TACOM CIO) and tailored a workshop to address compliance with the Clinger-Cohen Act, with emphasis

on ITLM. Core information technology course modules and other already existing learning assets were tailored, resulting in participant materials on conducting business process improvements before investing; Best Practices vs. outdated approaches of acquiring IT systems; ineffective implementation of automated information systems resulting in fraud, waste, and abuse; as well as coverage of associated legislation and DoD regulations.

These tailored events may result in a targeted training course found on our Web site based on the demand for course content by the AT&L community and other customers.

If a performance support effort requires reimbursement to DAU for personnel travel and other expenses, both parties will sign a DD 1144, Support Agreement.

To learn more about these best value DAU performance support resources and how they can benefit your organization, contact your DAU Region or visit the performance support Web site: < www.dau.mil/performance_support >.

Greenlee is director of performance support and rapid deployment training at DAU.

NEW GUIDE FOR INTEGRATING SYSTEMS ENGINEERING INTO DOD ACQUISITION CONTRACTS

An all new *Guide for Integrating Systems Engineering into DoD Acquisition Contracts* (version 1.0) is now available on the Web. This is another in the series of guides (e.g., *Defense Acquisition Guidebook*, *Systems Engineering Plan Preparation Guide*, *Integrated Master Plan/Integrated Master Schedule Guide*, *Risk Management Guide*) developed by Office of the Deputy Under Secretary of Defense (Acquisition and Technology), Systems and Software Engineering, to assist acquisition programs in their technical planning and implementation to more effectively deliver capability to the warfighter.

The target audience for this guide is the government program team responsible for incorporating program technical strategy and technical planning into the Request for Proposal, and performing pre-award functions, including source selection, as well as post-award contractor execution activities. It emphasizes early and consistent application of systems engineering at the onset of a program (Concept Refinement and Technology De-

velopment phases) and integration of the technical approach with the Acquisition Strategy for inclusion in the solicitation package to obtain the best possible program solution. Included are the key aspects of the Federal Acquisition Regulation of which the solicitation team needs to be cognizant along with sample language that can be incorporated into the RFP to incentivize Offerors to consider technical planning in their proposals. The guide is not all-inclusive but is meant to give program offices a starting point for ensuring that contracts incorporate Systems Engineering as a critical element in any system acquisition.

View the guide at < www.acq.osd.mil/se/publications. htm > or < https://acc.dau.mil/CommunityBrowser. aspx?id = 127987 >.

DEFENSE ACQUISITION UNIVERSITY CONTINUOUS LEARNING CENTER (JAN. 11, 2007)
NEW MODULES

The following new modules are available on the DAU Continuous Learning Center at < http://clc.dau.mil > through both "browse" and "register" options:
- Contract Format and Structure for the DoD e-Business Environment (CLC 033)
- Defense Distribution (CLL 017)
- Contracting with Canada (CLC 050)

Harvard ManageMentor Modules
Interested in taking a Harvard ManageMentor module? Access these links to find out more information.
- Topics Available: < http://www.harvardmanage mentor.com/demo/plusdemov4/menu_cat.htm >
- Preview the "Implementing Strategy" module < http://www.harvardmanagementor.com/demo/plus demov4/strategy/index.htm >
- Demo of module features: < http://www.harvard managementor.com/demo/plusdemov4/tour/mmTour Frame.html >

How to Register
Visit the Continuous Learning Center at < http://clc. dau.mil > and select the registration option. In the registration system there will be options to register for courses, continuous learning modules, or Harvard ManageMentor modules. Select the Harvard ManageMentor modules option, and a listing of the 41 available topics will appear in the drop down box with the "HBS - " prefix.

NEW GRADUATE DEGREE COURSES DESIGNED FOR AT&L WORKFORCE

California State University, San Bernardino (CSUSB) announces that it will begin offering media-rich and completely online acquisition management courses. These courses can be applied toward CSUSB's master's degree in public administration, or may be used as part of other educational programs with approval (DAU accreditation toward Level II is pending).*

The two online acquisition courses were developed to meet the needs of the AT&L workforce and boast a variety of cutting-edge media enhancements including video guest lectures, interactive learning exercises, simulations, and streaming audio and video. The two online acquisition courses are PA 618, "Government Systems Management, Acquisitioning, Contracting, and Capital Development" and PA 671, "Defense Acquisition Program Management."

PA 618 introduces the principles and concepts that underlie successful defense acquisition management, as well as major systems development and production. The course focuses on management of the acquisition process for defense systems from the development of an initial desired capability or need through design, development, production, fielding, sustainment, and disposal. Students will gain an understanding of successful acquisition as an interdisciplinary activity through contributions and applications of principles from contracting, business, management, and technical disciplines. The course also emphasizes the history, statutory, regulatory, and policy environment of defense acquisition. Numerous public and private industry case studies will illustrate the application of concepts and principles in actual acquisition programs. This course is structured, designed, and delivered to achieve Defense Acquisition University Acquisition 101 and Acquisition 201 course equivalencies for graduate students attending California State University, San Bernardino.

Major topic areas include:
- The Defense Acquisition Environment & Decision Program Management Framework
- The Joint Capabilities Integration Development System
- Systems Engineering Management
- Contract Management
- Resource Management (Planning, Programming, Budgeting and Execution)
- Test and Evaluation
- Software Acquisition Management
- Production Quality and Manufacturing Management

PA 671 builds on defense acquisition program management theory presented in PA 618 and puts theory into practice by providing application skills needed in a program office or as an integrated product team (IPT) lead. This course is structured, designed, and delivered to achieve Defense Acquisition University Program Management Tools (PMT 250) course equivalency for graduate students attending California State University, San Bernardino. If completed along with PA 618, Government Systems Management, Acquisitioning, Contracting, and Capital Development, the student will have completed the DAWIA Level II Program Management Certification academic requirements.

Students who successfully complete this course will be able to apply best practices for establishing effective IPTs; develop work breakdown structures (WBS); build program schedules and apply risk management principles using current industry software; apply current cost estimating processes; perform contract planning and post-award activities; and use earned value tools and techniques for program planning and control. According to the campus director of Distributed Learning, Dr. Jim Monaghan, the result is "the best in instructional design and production values. For example, the video simulations using actors achieve more than text-based approaches could ever accomplish. This use of multimedia allows us to tailor content to different learning styles, and research shows that it has a greater impact on learning."

Cal State San Bernardino's College of Extended Learning will administer and manage the two online courses, assisting participants with course registration, and other student services. Dr. Jeet Joshee, dean of the College, states that "although we are part of a state university, our goal is to work very closely with executive participants to provide the high level of service people usually associate with private institutions." Because these programs are not operated through state university funding, they will be available to any qualified person for the same cost, regardless of residency status.

For more information on Cal State San Bernardino's online acquisition courses, contact Michael-Anne Barner in the College of Extended Learning: mbarner@csusb.edu or call 909-537-3907.

*DAU accreditation pending; elective courses can be applied towards a Master's in Public Administration at CSUSB or may be used as a part of other educational programs

with the permission of the coordinator of graduate instruction.

MANDATORY CONTINUOUS LEARNING MODULE FOR CONTRACTING PERSONNEL SERVING IN ACQUISITION POSITIONS

On Dec. 29, 2006, Defense Procurement and Acquisition Policy Director Shay Assad directed that all contracting personnel serving in acquisition positions complete "Contract Format and Structure for the DoD e-Business Environment." This continuous learning module, offered by the Defense Acquisition University at < http://clc.dau.mil >, must be completed no later than May 15, 2007. Assad's memorandum also requested that the heads of the DoD Components, acting through their Component Acquisition Executives, incorporate this training into their component acquisition career development programs for current employees and all new entrants into the Contracting career field of the defense acquisition workforce. Review the memorandum at < http://www.acq.osd.mil/dpap/olicy/policyvault/20062098DPAP.pdf >.

PROGRAM EXECUTIVE OFFICE FOR SIMULATION, TRAINING, AND INSTRUMENTATION
PEO STRI CLASS EARNS 100 PERCENT DAWIA CERTIFICATION RATE

Heather L. Kelly

The Program Executive Office for Simulation, Training, and Instrumentation (PEO STRI) graduated Defense Acquisition University, Program Management Office Course, PMT 352B, in Orlando, Fla., Nov. 17, 2006.

The 30-member class earned a solid 100 percent certification rate, raising PEO STRI's overall Defense Acquisition Workforce Improvement Act (DAWIA) certification level to a record 75 percent.

During the six-week course, acquisition professionals from the Army, Navy, Air Force, Marine Corps, and defense industry convened daily to receive instruction and collaborate on scenario-based practical exercises. Students participated in the MindRover Exercise, a simulation program used to design and equip a vehicle with various sensors, movement components, and weapons. These exercises culminated in "Battle Royale," in which the customized vehicles raced against each other. As a

member of the winning team, PEO STRI's Leslie Dubow said the game captured the class's attention.

"It was an engaging tool," said Dubow. "Working with the instructors and as a team really helped the class get involved in the coursework," she added.

Although the MindRover combat race was a part of the curriculum, the course primarily challenges students to broaden their view of program management, said Dubow.

As the second part of the DAWIA Level III certification in the Program Management career field, the course demands time, focus, and determination, said Traci Jones, project support executive for PEO STRI.

"Professional development is a priority at PEO STRI," said Jones. "Currently, the Army's DAWIA certification level is 38 percent. Our workforce is far exceeding those numbers," she added.

Jones credits the PEO's high success and certification rate to dedicated workers and supportive leaders. "We encourage all of our employees to take responsibility for their careers. That means getting out of their comfort zones and challenging themselves. The courses offered by the DAU here in Orlando allow them to do just that," said Jones.

The class was the second DAU PMT 352B class held in Orlando. The first on-site class graduated in March 2006. PEO STRI looks forward to hosting more DAU courses on-site, particularly PMT 352B.

Headquartered in Orlando, Fla., PEO STRI executes an annual budget of over $2 billion. In addition to providing interoperable training, testing, simulation solutions, and program management, the PEO provides life-cycle support and operations for most of the Army's training systems around the world. PEO STRI is dedicated to putting the power of simulation into the hands of the nation's warfighters.

Kelly is the Public Affairs Officer for PEO STRI.

Career Development

NAVAL SUPPORT ACTIVITY, MECHAN-
ICSBURG PHILADELPHIA (JAN. 5, 2007)

PA. NAVY BASE AND LOCAL COMMU-NITY COLLEGE PARTNER TO HELP BUILD NAVAL ACQUISITION WORKFORCE OF THE FUTURE

Michael J. Metts

MECHANICSBURG, Pa.—The Harrisburg Area Community College (HACC), Harrisburg, Pa., and the Naval Acquisition Career Center (NACC) have partnered to refresh the naval acquisition workforce and to develop tomorrow's acquisition workforce leaders. Working through the Career Services Office, NACC sought to recruit HACC business students to fill two key positions that directly support the Naval Acquisition Intern Program (NAIP), the Navy's largest career development program.

NACC, located on the Naval Support Activity Mechanicsburg, is responsible for executing all of the acquisition workforce development programs for the Navy's Director of Acquisition Career Management (DACM). In addition to the NAIP, the center's responsibilities include management of the DACM budget, the acquisition workforce tuition assistance program, the continuous learning program, and the information technology systems that support these programs.

NACC used the Student Career Experience Program authority this summer to hire Nicole Ehlman and Amanda Baitsell. Both are learning jobs that help NACC support the almost 800 Naval acquisition interns homeported all across the country.

Ehlman graduated in 2004 from East Pennsboro Area High School. Her goal at HACC is to earn a business administration associate degree and transfer her credits to Penn State to earn a bachelor's degree in marketing. She works in the business and financial management division at NACC as a payroll technician, ensuring the interns are paid accurately and on time.

"This is my first experience with the student career experience program and I was not sure what to expect," noted Scott Underkoffler, an NACC budget officer who supervises Ehlman. "I've been very impressed with her ability to balance her full-time work schedule while maintaining a full class schedule at Harrisburg Area Community College. Nicole has proved over the course of the last seven months that she can balance her schedule and be successful in both her job and school responsibilities."

Baitsell has an associate degree in paralegal studies from HACC and is currently working on an associate degree in business studies, also at HACC, hoping to graduate from the program in the fall of 2007. She works in the intern operations division as a career services representative. As such, she is on the frontlines of support to the interns, helping to ensure their travel orders and personnel paperwork are processed in an expeditious manner.

The HACC-NACC partnership has been a win-win-win situation for all parties. HACC has successfully placed students in positions with excellent career potential, NACC has revitalized its workforce, and Ehlman and Baitsell have received support to continue their studies while

The Naval Acquisition Career Center used the student career experience program authority this summer to hire Nicole Ehlman and Amanda Baitsell. Both are learning jobs that help NACC support the almost 800 Naval acquisition interns homeported all across the country. From left: Dan Diviney, intern career management team leader; Nicole Ehlman, payroll technician; Amanda Baitsell, career services representative; and Scott Underkoffler, budget division head.
Photograph courtesy Naval Support Activity Mechanicsburg, Pa.

learning some valuable lessons about the workplace, especially time management.

"Through the SCEP program I have learned new responsibilities and skills that provide me with a sense of accomplishment. I am more goal-oriented and focused on my future. I look forward to completing my degree and moving forward with my career," Ehlman said of her experience.

"The student career experience program is an excellent tool to fill positions with current college students using an excepted appointment. It simplifies recruitment and provides for a quick and easy conversion to the competitive service upon completion of the educational program. Our partnership with HACC has been most fruitful and we are quite pleased," added Dan Diviney, NACC's intern career management team leader.

Metts is director, Naval Acquisition Career Center, Naval Support Activity Mechanicsburg, Pa.

ARMY CIVILIAN LEADERSHIP OPPORTUNITIES

The Army's Acquisition Education, Training, and Experience (AETE) Catalog has just been updated. A new section in the catalog, Appendix B, identifies Army Civilian Leadership Opportunities for the AL&T workforce that may be of interest as Army civilians prepare for future leadership positions. Browse the 2007 catalog at < http://asc.army.mil/portal.cfm >.

DEFENSE TECHNICAL INFORMATION CENTER (JAN. 22, 2007)
NEWEST ADDITION TO DOD RESEARCH AND ENGINEERING PORTAL

FORT BELVOIR, Va.—The Defense Technical Information Center (DTIC) announced that a new product, the Community of Scholars (COS), has been added to the DoD Research and Engineering Portal < https://rdte.osd.mil >. A large interdisciplinary collection of searchable, verified, and regularly updated academic scholar profiles, COS is a tool for finding researchers by specific area of study.

COS offers authoritative information about more than 1 million scholars and organizations around the world. This new tool enables R&E Portal users to expand beyond the DoD research and engineering community and communicate with known and potential colleagues and collaborators in other disciplines and countries.

A joint effort of the Office of the Director, Defense Research and Engineering (DDR&E) and DTIC, the Portal is password-protected and provides single sign-on access to a wealth of current and historical DoD research and engineering information.

Access to the R&E Portal is limited to federal employees and federal contractors. To register go to < https://register.dtic.mil/DTIC >.

For more information, contact Sandy Schwalb at 703-767-8217 or sschwalb@dtic.mil.

AIR FORCE MATERIEL COMMAND (JAN. 11, 2007)
DEVELOPMENT PROGRAM COULD AID CIVILIANS WITH CAREER GOALS
Steve McBride

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—With January signaling the beginning of a new year, resolutions tend to become a topic of discussion. Some of the more common ones include exercising more, eating healthier foods, and planning a better budget.

How many civilians in Air Force Materiel Command discuss resolutions regarding their careers? Since resolutions typically address an area for improvement, AFMC's workforce might consider making a resolution that could potentially further their career goals.

An existing tool that AFMC workers can tap into is the Civilian Career Development Program—Maintenance, or CCDP-Mx. It provides a roadmap of opportunities regarding the development of the Air Force's civilian workforce.

According to Ellen Griffith, the logistics directorate's depot operations chief at Headquarters AFMC, leaders will always be in demand, and the Air Force maintenance community is no different.

"There are currently numerous outstanding civilian leaders throughout the maintenance arena that contribute on a daily basis to meeting Air Force needs," said Griffith. "But the fact is, we need to maintain this strong foundation by growing the leadership trust of tomorrow today."

A detailed CCDP-Mx brochure was created to meet that need. It provides avenues to consider as civilians examine their 2007 career goals.

A closer look at the CCDP-Mx brochure may benefit those interested in the following:

- Encouragement to seek out training, education, career broadening, mentoring, and civic/professional activities
- Consideration for cross-functional movement
- Priming for leadership position
- Access to guides and resources to help along the way.

The CCDP-Mx brochure is available for downloading at < https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter = MC-LG-00-58 > . For AFMC employees at an air logistics center, the information is also available via the depot maintenance training office.

McBride is with Air Force Materiel Command Logistics Directorate.

AMERICAN FORCES PRESS SERVICE (JAN. 24, 2007)
ARMY'S "BLUE TO GREEN" PROGRAM HITS MILESTONE
Samantha L. Quigley

WASHINGTON—The Army's "Blue to Green" program, designed to allow airmen, sailors, and Marines affected by force shaping to move to the Army, recently hit a milestone, a Defense Department official said here today.

"Just in the past couple of weeks we've had our 1,000th transfer," Bill Carr, acting deputy under secretary of defense for military personnel policy, said in an interview.

An effect of the Air Force and Navy downsizing is fewer opportunities for airmen, sailors, and Marines to continue in their career fields, he said. The Army's Blue to Green inter-Service transfer program, open to officers and enlisted personnel, affords an alternative to leaving military service.

"That would be to serve as an officer or noncommissioned officer in the U.S. Army," Carr said. "I think the ones that are considering Blue to Green are the ones who are interested in trying another career and the challenges associated with it."

Army 2nd Lt. Michael B. Moore, a recent transfer, is a good example, Carr said. The former airman was an air battle manager trainee before trading his blue uniform for green. When Moore transferred to the Army, he chose to go into the infantry.

But that wasn't enough of a challenge for the newly minted soldier who has been assigned to the 82nd Airborne Division, at Fort Bragg, N.C., Carr said.

"[He] not only went over as an Army officer in the infantry, but also participated in the airborne and ranger training," he said. "He's really taking the full exposure and doing very well at it."

Carr said the program is good not only for the military, which retains experienced servicemembers through the Blue to Green program, but also for the servicemembers. It provides them a chance to look into options within the military before they consider the private sector, he said.

"For Blue to Green, the ideal future would be that anyone who was considering leaving the Service would first look to Blue to Green as they're looking at other options and consider what it has to offer," Carr said. "And it has a lot to offer."

More information, including guidelines and benefits of the Blue to Green program, can be found on the Army's Web site < www.army.mil >.

AIR FORCE PRINT NEWS (JAN. 29, 2007)
36 GRADUATE FROM AFSO 21 CLASS AT UNIVERSITY OF TENNESSEE
Capt. Lisa Godsey, USAF

KNOXVILLE, Tenn.—Thirty-six military officers and civilians graduated from the first class of Level II Experts in Air Force Smart Operations for the 21st century Jan. 11 at the University of Tennessee.

The University of Tennessee was selected for the six-month training for "their depth and breadth of knowledge, and their willingness and ability to work with the military," said Keith Leitner, an AFSO 21 mentor and faculty member for the Center of Executive Education at UT.

The students were led by mentors, three of whom were from UT and three from the corporate world, selected for their knowledge and expertise in business and consulting.

Lt. Gen. Carrol H. Chandler, deputy chief of staff for Air, Space and Information Operations, Plans and Requirements, visited the students Jan. 8 and spoke to them about what the Air Force expects of them. He said these students have charted the Air Force path for process im-

provement, validated the training program, and became the program missionaries.

"You are the plank holders," Chandler said. "The Air Force has invested heavily in each of you, and we have great expectations."

He advised the students that as Level II Experts, people will "seek your counsel, watch your behavior, and listen to your every word."

The general stressed the differences between AFSO 21 and the old Quality Air Force concept. AFSO 21 focuses on results and continual process improvements by eliminating waste, he said, whereas QAF generated tasks to improve processes. Three focus points of the new program are organizational restructure, force shaping, and process efficiencies.

"We have to find ways of doing better with what we have, and with less effort," Chandler said.

AFSO 21's main goal is increased combat capability. Chandler reminded the group that to help the Air Force achieve this, they needed to remain focused on the five "North Stars"—people productivity, critical assets availability, agility and response time, energy savings, and safety.

"Everyone from the secretary on down understands why we have to do this," he said. We are coming to a new steady state. If we do not make the change, we run the risk of becoming an irrelevant force."

Godsey is with 134th Air Refueling Wing Public Affairs.

AMERICAN FORCES PRESS SERVICE (FEB. 1, 2007)
PROGRAM ATTRACTS NEXT-GENERATION INFO TECH PROFESSIONALS
Jim Garamone

WASHINGTON—Information is the lifeblood of the military and the defense of the United States. To that end, the Defense Department is working to recruit the next generation of information technology professionals.

As part of the IT Job Shadow Day, the Pentagon hosted 39 students interested in IT from area high schools. "We need these young men and women to be a part of the career field," said Joyce M. France, director of DoD's Chief Information Officer Management Services direc-

torate. "We are looking for a lot of students and interns to come into the department."

Officials estimate that roughly 10,000 information technology civilian employees will be eligible to retire at the end of this year. "We have an aging workforce. We want to interest students in DoD, and we want to show them what type of jobs are here," France said.

Computer jobs are much more than simply working on hardware, she said. IT professionals are responsible for information assurance, building networks, helping users get what they need from databases, writing programs—"the full-range of jobs that are available to people in the field," France said.

Private industry can offer these young men and women more money, "but we have a lot of people, especially after 9/11, who want to come to the Department of Defense," France said.

Private industry also seldom offers new employees the scope and level of responsibility that DoD offers. France said that young men and women can be in charge of multimillion-dollar programs that have a direct impact on life and death in places like Iraq and Afghanistan.

Leaders from the DoD information technology community spoke to the young men and women about the environment inside the Department, the practical steps they need to take to be competitive, and the rewards of employment with the government. Officials told the students that while math and science knowledge is crucial to success in the IT field, they also need to study English to be able to clearly communicate with users and superiors.

Officials also took much of the mystery out of security clearances that young IT professionals need to work for the Department.

Young men and women often are attracted to the Department for the cutting-edge technologies they can work with, France said. "They could be working with (the National Security Agency) or working with the warfighting systems. In the systems we have, the information technology is embedded in them. Radios, satellites, looking for improvised explosive devices—in all of these areas information technology has a role, and that can be exciting to these students," France said.

Jonathon Glad, a senior at Thomas Edison High School in Alexandria, Va., said the presentation was interesting. Glad, 18, wants to join the Army after going through the Reserve Officer Training Corps (ROTC). He said the IT presentation convinced him there are opportunities in the military for his interests, and for him to make a contribution.

The IT Job Shadow program includes information technology professionals from 26 federal agencies. The group visiting the Pentagon visited the National Military Command Center and received briefings on scholarships, internships, and jobs in IT within the Department. While DoD has participated in the program in the past, this year is the largest effort, France said.

ARMY NEWS SERVICE (JAN. 31, 2007)
ARMY PROGRAM SENDS CADETS, COMPANY-GRADE OFFICERS TO GRADUATE SCHOOL

WASHINGTON—The Advanced Civil School Program is offering graduate school opportunities to junior and soon-to-be officers to enhance critical skills throughout the Army.

The two-pronged program targets pre-commissioning cadets attending the U.S. Military Academy or Reserve Officer Training Corps, and currently serving company grade officers with less than eight years of service.

"One of our focuses is to broaden the experiences of our officers through civilian education. If I can take an infantry officer and inculcate him with a graduate program that broadens his outlook on the world, I've got a better infantry officer," said Col. Mark Patterson, program director.

After drawing 270 cadet applications last academic year, 371 cadets have applied so far this year.

The program allows USMA and ROTC cadets in their senior years to apply, though they won't attend graduate school until after selection for captain, or between their sixth and 11th years of service after commissioning. When they attend graduate school depends on where the officers are with respect to their assignment cycles.

While the Army historically sends about 412 active duty officers a year to school, most of these are to support functional areas and to provide instructors to West Point. Through the Advanced Civil School Program, the Army is now sending an additional 200 officers who have six years of Army experience to graduate school. Most of the 200 allocations, Patterson said, are delegated down to brigade commanders who can identify the best candidates.

"Many master's degree programs value the experiences that company grade officers have to offer to the classroom," Patterson said. "Take a civilian executive officer and mix an Army officer in and you're cross-pollinating the knowledge that each brings to the academic environment.

"We're developing these officers to broaden their experience, to get them to think a little bit differently, see how the rest of the world thinks, and then put them back into the military," he added.

In addition to developing its officers, the Army hopes the program will help retain them. While retention of Army officers is well above the historical average, Patterson said, it's not enough to keep up with transformation and modernization.

"In order to grow the Army on the accelerated growth that we're seeing in core structure and the acceleration in the brigade combat teams, we need to retain more of our best and brightest," he said.

All applicants must agree to an increased active duty obligation before selection. Those selected may attend a U.S. accredited graduate school of their choice in key disciplines that support the officer skill set, such as cultural awareness, regional knowledge, foreign languages, governance, diplomacy, and social sciences. Discipline lists will be updated annually to ensure the Army keeps pace with the needs of the force and emerging fields of study.

Interested officers should speak to their commanders and contact their assignment officers at Human Resources Command. For more information, visit < https://www. hrc.army.mil/site/protect/Active/opfamacs/ACS14.htm >.

AIR FORCE PRINT NEWS (FEB. 2, 2007)
AFSO 21: ACHIEVING A SMARTER STAFFING PROCESS

Masao Doi

PETERSON AIR FORCE BASE, Colo.—Getting better and faster answers for decision makers was the goal for a team from Headquarters Air Force Space Command and the Space and Missile Systems Center at Los Angeles AFB, Calif., which met for an Air

Force Smart Operations for the 21st century Rapid Improvement Event Jan. 22 to 25.

Led by Lt. Col. Corey Keppler, AFSPC's deputy director of staff, the team, comprised of approximately 15 people, looked at ways to improve the tasking process at headquarters and across the command.

The tasking process is one way headquarters staff members obtain information to make decisions and respond to requests from other organizations.

"We're trying to shave time off the process," Keppler said. "If you get the tasker faster to the action officer who is going to have the answer, then you get the answer faster." And the answers can help Air Force and AFSPC senior leaders make better decisions.

"The intent is to promote timeliness with no loss in quality," said Maj. Gen. David Frostman, AFSPC's mobilization assistant to the commander and AFSPC's AFSO 21 program champion. Frostman said similar AFSO 21 efforts are going on throughout the command.

AFSO 21 is an Air Force initiative that challenges people to look at ways to accomplish the Air Force mission more effectively and efficiently while maintaining quality and safety standards.

"When we talk about AFSO 21, thinking outside the box should be the norm. We must constantly look at ways to save precious dollars, manpower, and time resources," said Col. Alvin Kemmet, AFSPC's director of staff and the Rapid Improvement Event process owner.

Keppler said the AFSPC team recommended providing taskers to action officers at the earliest opportunity and giving them more accountability throughout the tasking process.

Other recommendations included transitioning from sequential to parallel staffing and promoting reductions in rework of content and format. Sequential staffing moves information one person at a time, while parallel staffing means staff members receive information simultaneously.

"All of these changes have the potential to reduce process time as much as 75 percent," said Lt. Col. Thomas Peppard, the AFSPC AFSO 21 office chief.

A campaign to explain the recommended changes to the staffing process will start in February with briefings at HQ AFSPC, numbered air force, and center staffs.

Full implementation of a pilot program will begin March 1. The pilot program will look at measuring time savings and identifying areas for improvement.

"The pilot program will be the key to success of AFSO 21," said Frostman.

AFSPC leaders stress that continuous process improvement is a team effort by everyone in the command.

Doi is with Air Force Space Command Public Affairs.

ACQUISITION CAREER MANAGEMENT INFORMATION SYSTEM (ACMIS)

ACMIS is a government-wide system, developed and managed by the Federal Acquisition Institute (FAI), to assist agencies in making informed budgeting, staffing, training, and employment development decisions. It also supports agencies' requirements to maintain training records of their acquisition workforce, as directed under the Clinger-Cohen Act.

If your agency is interested in implementing ACMIS and would like to schedule a presentation/demo, or if you have general questions about ACMIS, contact Sherry Booth at sherry_booth@sra.com or 703-284-6930. Send any technical questions about the system to the ACMIS Help Desk: acmis_help@sra.com.

AIR FORCE PRINT NEWS (FEB. 7, 2007)
AIR FORCE CONVERTS LARGEST GROUP OF CIVILIAN EMPLOYEES TO NSPS

WASHINGTON—The Air Force converted the largest group of civilian employees to the National Security Personnel System in its recent spiral.

NSPS is implemented in stages call "spirals." Spiral 1.2H conversion began Jan. 21. Approximately 26,000 employees converted, bringing the number of Air Force employees covered by NSPS to approximately 40,000 worldwide. The Air Force currently has the largest number of employees in NSPS of any Department of Defense component.

The next Spiral, 1.3, converts approximately 1,200 civilians on March 18 and will mark the completion of the initial phase of deployment of eligible Air Force GS non-

Career Development

> **The Air Force currently has the largest number of employees in the National Security Personnel System (NSPS) of any Department of Defense component.**

bargaining unit appropriated fund civilians. About 650,000 DoD civilian employees eventually will be covered by NSPS.

NSPS is part of DoD's transformation efforts to better meet 21st century challenges. It is a performance-based, results-oriented personnel management system. Pay under this system is linked to individual performance toward meeting organizational objectives and mission goals and administered through pay pools.

The preliminary results of the initial NSPS pay pool for Spiral 1.1 participants are in: 96 percent of Air Force participants scored at level three or above and were eligible for NSPS performance-based share payouts. All eligible employees also received the equivalent of the January pay increase received by the rest of the government.

Secretary of Defense Robert Gates affirmed his support of NSPS during his confirmation hearing. "Reforming civil service rules to make our civilian workforce more adaptable, flexible, and agile is critical to the future of the Department," Gates said. "I believe NSPS is integral to the Department's human capital strategy of developing the right mix of people and skills across the total force."

Information on classroom and auditorium training sessions that are being conducted throughout the Air Force is available from base NSPS implementation offices.

Those interested can subscribe to the Air Force NSPS Newsletter and view previous editions at the Air Force NSPS Web site < http://www.af.mil/library/nsps-af/index.asp >.

The DoD Web site < http://www.cpms.osd.mil/nsps/ > hosts the Web-based NSPS 101 course, in addition to other information. The DoD site also has NSPS Alerts. Once subscribed to this service, users will be notified whenever the DoD NSPS Web site is updated.

Meet the AT&L Workforce

Attention AT&L PEOs, PMs, Managers, and Supervisors
Do you have an employee you'd like to see recognized in *Meet the AT&L Workforce*—someone who works behind the scenes to support your organization?
Send us the name, military rank (if appropriate), job title, defense agency/Service affiliation, and home or business mailing address, plus the employee's responses to the italicized questions above. Please include your own contact information, and spell out all acronyms. Profile responses may be edited.

Information may be e-mailed (preferably in a Word file) to defenseatl@dau.mil. We will contact you only if your nominee is selected for publication.

Photographs: Only submissions with photographs will be considered. A casual photograph, not a formal bio portrait, is preferred. Submit a high-resolution digital file (300 dpi with a final print size no less than 3 x 5 inches), or mail a traditional photo to the address on page 1. *Photographs cannot be returned.*

Conferences, Workshops & Symposia

DOD MODELING & SIMULATION CONFERENCE

The 2007 Department of Defense Modeling and Simulation Conference will be held at the Hampton Roads Convention Center, in Hampton, Va., May 7-11, 2007. The DoD M&S Conference is the premier conference bringing together government and military executives, strategic planners, and senior technical managers to enable the DoD M&S community to develop a common view of the state of M&S practice, expose members to the broader M&S community needs (shortfalls, issues, and challenges), and examine M&S gaps associated with policies, procedures, and practices within DoD. The conference also serves as an important forum for discussing and coordinating future plans, goals, and programs within the DoD M&S community. To register, go to < www.ndia.org > and click on "Schedule of Events." For more information, contact Heather Horan at hhroan@ndia.org or call 703-247-9490.

2007 STRIKE, LAND ATTACK & AIR DEFENSE ANNUAL SYMPOSIUM

The 2007 Strike, Land Attack & Air Defense (SLAAD) Annual Symposium will be held May 8, 2007, at Johns Hopkins University Applied Physics Laboratory. The 2007 theme of the conference is *Integration and Interoperability with Allies and Coalition Partners in Naval Warfighting*. This symposium is classified SECRET for U.S. participants only.

To register, go to < www.ndia.org > and click on "Schedule of Events." For more information, contact Kimberly Williams, kwilliams@ndia.org or call 703-247-2578.

NATIONAL SMALL BUSINESS CONFERENCE

The National Small Business Conference will be held May 15-17, 2007, at the Hyatt Regency Houston, in Houston, Texas. Small business plays a vital role in our nation's defense industrial base, and the goal of this conference will be to assist small companies in identifying business opportunities in support of the missions of the Department of Homeland Security and Department of Defense. The conference will feature plenary session speakers with an overall conference theme of *Critical Infrastructure Opportunities*.

To register, go to < www.ndia.org > and click on "Schedule of Events." For more information, contact Meredith Geary at mgeary@ndia.org or call 703-247-9476.

DAU AND NDIA TO SPONSOR DEFENSE SYSTEMS ACQUISITION MANAGEMENT COURSE OFFERINGS FOR INDUSTRY MANAGERS

DAU and the National Defense Industrial Association will sponsor offerings of the Defense Systems Acquisition Management (DSAM) course for interested industry managers at the following locations during fiscal 2007:

- May 7-11, 2007, Gaylord Opryland Resort & Convention Center, Nashville, Tenn.
- July 16-20, 2007, Red Lion Hotel on Fifth Avenue, Seattle, Wash.
- Sept. 10-14, 2007, Radisson Plaza Hotel, Minneapolis, Minn.

DSAM presents the same acquisition policy information provided to DoD students who attend the Defense Acquisition University courses for acquisition certification training. It is designed to meet the needs of defense industry acquisition managers in today's dynamic environment, providing the latest information related to:

- Defense acquisition policy for weapons and information technology systems, including discussion of the DoD 5000 series (directive and instruction) and the CJCS 3170 series (instruction and manual)
- Defense transformation initiatives related to systems acquisition
- Defense acquisition procedures and processes
- The planning, programming, budgeting, and execution process and the congressional budget process
- The relationship between the determination of military capability needs, resource allocation, science and technology activities, and acquisition programs.

For further information see "Courses Offered" under "Meetings and Events" at <www.ndia.org >. Industry students contact Phyllis Edmonson at 703-247-2577 or e-mail pedmonson@ndia.org. A limited number of experienced government students may be selected to attend each offering. Government students must first contact Bruce Moler at 703-805-5257, or e-mail bruce.moler @dau.mil before registering with NDIA.

JOINT SERVICES ENVIRONMENTAL MANAGEMENT (JSEM) CONFERENCE

The Joint Services Environmental Management (JSEM) Conference will be held May 21-24, 2007, at the Greater Columbus Convention Center in Columbus, Ohio. JSEM 2007 is a comprehensive summit on the evolving world of environment, energy, and geospatial information within DoD. JSEM 2007 will highlight the many new and innovative ways the Department of Defense, other federal agencies, states, and the defense industry are meeting mission needs while protecting the environment. The conference affords the opportunity to share ways to integrate environment, energy, and geospatial information management into Defense operations. It also will address a wide range of perspectives, including policy, implementation, best management practices, data management, and technology.

The JSEM 2007 Conference and Exhibition is evolving, just as Defense business practices are evolving. Conference organizers are merging Energy and Geospatial Information Management into the 2007 event, which is now recognized as the most significant event for environmental policy makers, practitioners, and professionals. Register at < www.jsemconference.com/2007/registration.htm >.

2007 HOMELAND SECURITY SCIENCE & TECHNOLOGY STAKEHOLDERS CONFERENCE

The Science and Technology (S&T) Directorate of the Department of Homeland Security will be the key participant in the 2007 Homeland Security Science & Technology Stakeholders Conference, May 21-24, presented by the National Defense Industrial Association at the Ronald Reagan Center in Washington, D.C. The conference will inform the private sector, academia, and government at all levels, of the direction, emphasis, and scope of research investments by the S&T Directorate to support the Homeland Security mission. The S&T Directorate is the gateway into DHS for innovative ideas and technologies from the private sector and academia. The conference will highlight business opportunities in S&T research in the United States and around the world.

To register, go to < www.ndia.org > and click on "Schedule of Events." For more information, contact Luellen Hoffman at lhoffman@ndia.org or phone 703-247-9460.

ANNUAL BUSINESS MANAGERS' CONFERENCE—ENABLING SMART BUSINESS DECISIONS

Mark your calendar for the annual Business Managers' Conference *Enabling Smart Business Decisions*. The conference will be held May 22-23, 2007, at the Defense Acquisition University, Howell Auditorium (Scott Hall), Ft. Belvoir, Va.

The Business Managers' Conference is a free conference supported by the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics and hosted by Dr. Nancy J. Spruill, the director for Acquisition Resources and Analysis. Targeted attendees include the DoD acquisition management workforce as well as members from the DoD financial management, cost estimating, and program analysis and evaluation communities. Defense industry personnel are welcome to attend.

For more information and to register, go to < http://bmc. dau.mil >. Check out past conferences at < www.dau. mil/conferences/Past_Conferences.asp >.

If you have questions, contact either Sharon Jackson at 703-697-5237 or sharon.jackson@osd.mil, or Joni Forman at 703-805-5308 or joni.forman@dau.mil.

U.S. ARMY TEST AND EVALUATION WEEK 2007

Mark your calendars now to attend U.S. Army Test and Evaluation Week, June 11-15, 2007, at the Von Braun Center in Huntsville, Ala. Test Week 2007 will address joint capabilities/activities, netcentric requirements, distributed capabilities, training opportunities, a "scorecard" from program managers, and guest speakers/panelists returning from theater. Test Week 2007 is also broadening its scope to encompass the Coast Guard. Further information on registration and guest speakers will be posted online as it becomes available at < www.testweek.org >.

FEDERAL ACQUISITION CONFERENCE & EXPOSITION (FACE)

The Federal Acquisition Conference and Exposition (FACE) will be held June 19-20, 2007, at the Ronald Reagan Building in Washington, D.C. The 2007 theme is *Acquisition Frontiers: Blazing New Trails*. This year's conference will offer new sessions for several members of the acquisition workforce and will provide "toolkits" for use back at the office. FACE will offer best practices and lessons learned for contracting professionals, program managers, contracting officer tech-

nical representatives, and acquisition career managers. Attendees will have an opportunity once again to earn continuous learning points, create important new relationships with team members, and gain insight from sessions exploring best practices, new acquisition human capital achievements, and how to make these work on the job. For more information, visit < www.fai. gov/face >.

INTERNATIONAL COUNCIL ON SYSTEMS ENGINEERING (INCOSE 2007)

The International Council on Systems Engineering (INCOSE) will hold its International Symposium June 24-28, 2007, in San Diego, Calif. The theme *Systems Engineering: Key to Intelligent Enterprises* highlights the dramatic expansion of opportunities available to systems engineering practitioners. The symposium offers participants an opportunity to share their wisdom, experiences, and perspectives; and advance their ability to treat enterprises as systems and systems as enterprises. To register online, visit < www.incose. org > and click on "News & Events."

LIVE FIRE TEST & EVALUATION CONFERENCE

The Live Fire Test & Evaluation Conference will be held June 25-28, 2007, at the SPAWAR Systems Center Charleston, located at Naval Weapons Station, Charleston, S.C. The conference will address issues related to the lethality of DoD's weapons systems, from small caliber munitions to missile defense. Lethality will be addressed within the operational context of increased precision of delivery and the desire to limit collateral damage.

This is a Classified Secret conference for U.S. citizens only. A Security Certification form must be submitted by June 15, 2007, in order to attend. Download the security and registration forms online at < www. ndia.org >; click on "Schedule of Events." Registration may also be faxed to 703-522-1885.

STANDARDIZATION WITHIN NATO SCHEDULED FOR JULY 2007

Latasha R. Beckman

The International Cooperation Office, Defense Standardization Program Office, and North Atlantic Treaty Organization Standardization Agency will host the first Standardization within NATO Course in the United States July 10-12, 2007, in Chantilly, Va.

This course is an abridged version of pre-existing NATO standardization training, but tailored to meet the educational needs of a U.S. audience. It will consist of lectures and classroom exercises to provide training to military and DoD civilian personnel who require a fundamental knowledge of standardization and interoperability within NATO. Non-DoD federal government employees and defense contractors are eligible for this course depending on space availability.

Instruction will cover the structure and principles of the NATO standardization, Standardization Agreements, use of civil standards, and U.S. participation in the standardization process. Also, the responsibilities of Military Departments and Defense Agencies in the oversight of standardization activities will be addressed.

There is no charge for this course; but the attendee's organization is responsible for travel expenses. If you're interested in attending this course, please contact Latasha Beckman at 703-767-6872 or latasha.beckman@dla.mil.

Beckman is a general engineer with the Defense Standardization Program Office.

2007 NAVAL SCIENCE & TECHNOLOGY INDUSTRY PARTNERSHIP CONFERENCE

The 2007 Naval Science & Technology Industry Partnership Conference will be held July 30 through Aug. 2, 2007, at the Marriott Wardman Park Hotel in Washington, D.C. The agenda and conference information will be posted online as they become available at < www.ndia.org >; click on "Schedule of Events." For more information, contact Luellen Hoffman at lhoffman@ndia.org or phone 703-247-9460.

LAND & MARITIME SUPPLY CHAINS BUSINESS CONFERENCE & EXHIBITION

The 2007 Land & Maritime Supply Chains Business Conference & Exhibition will be held Aug. 27-29, 2007, at the Hyatt Regency Columbus at the Greater Columbus Convention Center in Columbus, Ohio. The agenda and conference information will be posted online as they become available at < www.ndia.org >; click on "Schedule of Events." For more information, contact Meredith Geary at mgeary@ndia.org or phone 703-247-9476.

INSENSITIVE MUNITIONS/ENERGETIC MATERIAL SYMPOSIUM

The 2007 Insensitive Munitions/Energetic Material Symposium will be held Oct. 15-18, 2007, at the Doral Golf Resort & Spa in Miami, Fla. Conference information will be posted online as it becomes available at <www.ndia.org>; click on "Schedule of Events." For more information, contact Veronica Allen at vallen@ndia.org or phone 703-247-9478.

10TH ANNUAL SYSTEMS ENGINEERING CONFERENCE

The 10th Annual Systems Engineering Conference will be held Oct. 22-25, 2007, at the Hyatt Regency Islandia Hotel and Marina in San Diego, Calif. The primary objective of the conference is to provide insight, information, and lessons learned into how DoD can improve the overall performance of defense programs through a better, more focused application of systems engineering that will lead to more capable, interoperable, and supportable weapon systems for the warfighter, with reduced total ownership costs.

The agenda and conference information will be posted online as they become available at <www.ndia.org>; click on "Schedule of Events." For more information, contact Britt Bommelje at bbommelje@ndia.org or call 703-247-2587.

PRECISION STRIKE ASSOCIATION 17TH ANNUAL PRECISION STRIKE TECHNOLOGY SYMPOSIUM

The Precision Strike Association will sponsor the 17th Annual Precision Strike Technology Symposium Oct. 23-25, 2007, at Johns Hopkins University Applied Physics Laboratory-Kossiakoff Conference Center in Laurel, Md. The 2007 theme is *Required Precision Strike Capabilities and Technologies for the Long War*.

Effective precision strike demands a timely and effective kill chain to some of the most important targets, which are, in Dr. Paul Wolfowitz' words, "the ones that move around, staying put for only short periods." This year's event continues to provide a forum for exchanging insights, experiences, and ideas regarding Joint and Coalition Precision Strike Technologies to improve the kill chain. It also uniquely offers participants the opportunity to present to one's peers the latest and cutting-edge research and thinking in areas of strike weapons, desired weapons effects, targeting, and required C4ISR. Surveys from past symposia reflect that updates on current and kill chain technologies, concepts, capabilities, and processes for both near and future planning and operations are exactly what symposium participants desire.

Watch the Precision Strike Association Web site <www.precisionstrike.org/events.htm> for future updates and registration information.

45TH ANNUAL TARGETS, UAVS & RANGE OPERATIONS SYMPOSIUM & EXHIBITION

The 45th Annual Targets, UAVs & Range Operations Symposium & Exhibition will be held Oct. 29-31, 2007, at the Hyatt Regency Islandia Hotel and Marina in San Diego, Calif. The agenda and conference information will be posted online as they become available at <www.ndia.org>; click on "Schedule of Events." For more information, contact Simone Baldwin at sbaldwin@ndia.org or call 703-247-2596.

DARPA ANNOUNCES THIRD GRAND CHALLENGE

The Defense Advanced Research Projects Agency (DARPA) has announced plans to hold its third "Grand Challenge" competition on Nov. 3, 2007. The DARPA Urban Challenge will feature autonomous ground vehicles executing simulated military supply missions safely and effectively in a mock urban area. Safe operation in traffic is essential to U.S. military plans to use autonomous ground vehicles to conduct important missions. DARPA will award prizes for the top three autonomous ground vehicles that compete in a final event where they must safely complete a 60-mile urban area course in fewer than six hours. First prize is $2 million, second prize is $500,000, and third prize is $250,000. To succeed, vehicles must autonomously obey traffic laws while merging into moving traffic, navigating traffic circles, negotiating busy intersections, and avoiding obstacles. The DARPA Grand Challenge Web site <www.darpa.mil/grandchallenge> is the primary resource for information about the Urban Challenge event.

Acquisition & Logistics Excellence

PM TEAM PROVIDES ARMY'S FIRST-EVER STRATEGIC SHELTERIZED TECH CONTROL FACILITY IN IRAQ IN LESS THAN SIX MONTHS

Stephen Larsen

FORT MONMOUTH, N.J.—Project managers will tell you that in any given project you can have two out of three when choosing between the variables of cost, schedule, and performance. If you implement your project quickly and want high performance, you can't have it cheap. Or if you want it cheap and still want high performance, it will take some time. And so on. Three out of three? Forget about it—can't be done.

Yet the product manager, Defense Wide Transmission Systems (PM DWTS)—part of the Army's Program Executive Office, Enterprise Information Systems' (PEO EIS) Project Manager, Defense Communications and Army Transmission Systems (PM DCATS)—achieved three out of three leading a multi-organization government and industry team in providing a strategic shelterized technical control facility for the Army at Contingency Operating Base (COB) Speicher, Iraq, in less than six months and implemented the project so cost-effectively that there was money left over from the $12.1 million funded for the effort. Officials estimate that to construct a building with the same capabilities would have cost $30 million-plus and taken more than a year and a half.

The tech control facility comprises four 30-ft transportable shelters—three housing communications equipment and one housing a backup generator and uninterruptible power supply (UPS)—and provides Tier 1 Internet protocol connectivity to the Nonsecure Internet Protocol Router Network (NIPRNET), the Secret Internet Protocol Router Network (SIPRNET), and the Combined Enterprise Regional Information Exchange System (CENTRIXS), with transmission connectivity through Deployable Ku-Band Earth Terminals (DKETs).

Lt. Col. Clyde Richards, the PM DWTS, said the new facility significantly increases the C4 (command, control, communications, and computers) capability for warfighters at COB Speicher, relieves the use of tactical units from performing signal functions, and is an "innovative solu-

tion" in that it is transportable and reusable at other locations—the first time an Army project manager has provided a shelterized strategic tech control facility.

"The Air Force has done this before (provided shelterized tech control facilities)," said Richards, "but they were unable to provide a shelterized configuration in time for Speicher's IOC (initial operational capability) date of Dec. 31, 2006, because there was a six-month lead-time just to order and deliver the ISO (International Organization for Standardization) shelters"—not to mention the additional six or more months it would have taken to install and integrate the communications equipment in the shelters.

Failure is not an option

After being tasked in late June 2006, PM DWTS simultaneously worked with the 335th Theater Signal Command (TSC) to validate the requirements and called together a team of government organizations and industry partners, asking them how they could meet the requirements in less than six months—Richards impressing upon them that there was no time to underplay problem issues and assume they could fix them later—the Dec. 31 IOC date allowed no time for that.

"I told them this is real-world, supporting the war effort," said Richards. "I said, 'Tell me the real issues now—don't tell me midstream. We have got to succeed—failure is not an option. Period.'" In fact, team members agree that Richards stressed that so much that "Failure Is Not An Option" became their mantra throughout the project.

Richards personally took this message all the way up the leadership chains of industry partners Computer Sciences Corporation (CSC), General Dynamics C4 Systems (GDC4S), Protean Shelter Solutions, and the U.S. Army Information Systems Engineering Command, (ISEC), which would provide engineering support and quality control.

"It was crucial that we got buy-in up front for what was expected," said Richards. "To succeed, everybody had to believe in what we were doing and do their part."

And the industry partners did indeed buy in to what they needed to accomplish and to the idea that "Failure Is Not an Option."

A worker watches the digging for the grounding ring outside one of the four 30-ft transportable shelters that make up the Tech Control Facility at Contingency Operating Base (COB) Speicher, Iraq. *Photograph by Cory Hanes*

"In our first meeting, if Lt. Col. Richards said that once, he said it 15 times," said Gordon Thomas, prime contractor CSC's project manager for the effort. "I got the message and took it back to our folks, and 'Failure Is Not an Option' became our mantra or motto too."

Richards credits CSC for proposing and devising the innovative shelterized tech control facility solution, using non-ISO commercial off-the-shelf shelters, that would not only meet the Dec. 31 IOC date, but that also cost some $2 million less than the only other alternative, retrofitting rooms in an old and worn-down confiscated Iraqi building at COB Speicher. Thomas called the solution the brainchild of Harry Aderton, CSC's project leader.

Senior Army leadership was concerned about using other than ISO-certified shelters, Richards added, but said that they understood the need to improvise given the time constraint and the potential for cost avoidance. Richards also stressed that since these shelters were supporting a strategic, rather than tactical requirement, there really wasn't a need to meet all of the specifications for a tactically deployable ISO shelter. "There are some minor tradeoffs in transportability and durability, but the non-ISO shelters can be transported on common military aircraft (such as C130s and C5s) and handled using standard military lift, such as Terex and cranes," he said.

Richards said Linda Bartosik, PM DWTS' Iraq team leader did a superb job in assembling and leading an integrated product team (IPT) including members from ISEC, CSC,

GDC4S, Protean Shelter Solutions, Piril Insaat Ticaret Ve Bilgis, the Multi-National Force - Iraq, the 335th Theater Signal Command, the 160th Signal Brigade, the 72nd Signal Battalion, the 67th Signal Battalion, the 136th Signal Battalion, COB Speicher's Department of Public Works and Mayor cell and, very importantly, PM DWTS' sister-PM within PEO EIS—the Product Manager, Defense Communications Systems-Southwest Asia (PM DCS-SWA)—which provided outside plant, inside plant, data and voice networks, and even trailers for living quarters.

"Formulating that integrated product team from the outset—that really was the key," said Richards. "We had all the key players up front, they understood their roles, knew the constraints, that there was very little slack, and that almost every task was on the critical path. Linda did a great job getting all those people together and getting them to understand their roles."

Richards also stressed that the effort was a dual-PM project between PM DWTS and PM DCS-SWA.

"Despite both PMs having our own set of contractors, engineers, and disparate business processes, we worked seamlessly," said Richards, "fully synchronizing the schedule and reporting and presenting a single face to the customer."

The shelters reached COB Speicher on Dec. 5, where the team worked the on-site installation and testing around the clock to meet the Dec. 31 IOC date.

Teaming is everything

Bartosik explained the success best by pointing to a briefing chart she uses that includes the names of more than 50 IPT members from more than a dozen organizations.

"We put together a team that couldn't fail," said Bartosik. "When it comes to being successful, teaming is everything. You've got to be in this mindset or you don't succeed."

But the most important kudo came from the customer in an e-mail from Maj. Gen. Dennis Lutz, commander of the 35th TSC, who wrote to Richards: "Congratulations. I didn't give you any wiggle room on this and you came through. Great work by you and your team."

To Richards, maybe the most significant aspect of the project was that PM DWTS successfully applied the Army's acquisition model to a commercialized strategic communications implementation in a war-zone environment.

"The acquisition model is not designed to work in that type of environment," said Richards. "It was designed for developing weapon systems in a safe, industrial environment. We took that model, used our expertise and knowledge of the acquisition business process—contracting methods and laws, how the bureaucracy works, how to get through red tape, and a little ingenuity—applied it to the battlefield environment, and developed a modified process that worked."

Bartosik cautions, though, that the team can't rest on the laurels of its IOC success, as it needs to work post-IOC issues, such as finishing the grounding around the DKET pads, providing a ballistic shield over the shelters and putting a fence around COB Speicher's land mobile radio site—Speicher's land mobile radio system is being provided by another PM DCATS PM, the Assistant Project Manager, Land Mobile Radio (APM LMR). Plus, there will be FOC issues to address, which will involve cutover and migration of end users to the networks.

"We are not done yet," Bartosik said. "We have to supply the same amount of dedication to post-IOC issues and to achieving final operational capability that we did to IOC—managing the contracts, cost, and schedule. So that's a concern of mine to keep the diligence going."

Larsen is media contact for PM DCATS. Contact him at 732-427-6756 or e-mail Stephen.Larsen@us.army.mil.

DEFENSE CONTRACT MANAGEMENT AGENCY (DEC. 28, 2006)
DEFENSE CONTRACT MANAGEMENT AGENCY SOLDIER RECEIVES BRONZE STAR

Mark Woodbury

ALEXANDRIA, Va.—For "exemplary leadership and service" provided during his service in Iraq, Army Lt. Col. Kelvin R. Wood was awarded a Bronze Star at the Defense Contract Management Agency headquarters, Dec. 11.

During his tour in Iraq, Wood served as the deputy commander of DCMA Iraq where he was responsible for ensuring proper life support for U.S. and Coalition forces throughout Iraq while also providing leadership guidance to three subordinate commanders.

Being in a war zone has its own built-in obstacles, but Wood said it also brings logistical challenges he usually doesn't have to face on a daily basis. This challenge was never more real to him than on the day he had to coordinate a network of fuel suppliers to compensate for fuel trucks that were hijacked by insurgents, he said.

Not only was getting the needed trucks and fuel much more difficult then it is in the United States, but working with security authorities to ensure the safety of the contracted drivers and getting them cleared to pass security checkpoints along the route made the task all the more difficult.

Keith D. Ernst, DCMA acting director, awards Army Lt. Col. Kelvin R. Wood, DCMA General Dynamics commander, a Bronze Star for his service in Iraq at DCMA headquarters, Dec. 11.   *Photograph by Dianne Ryder*

Another new challenge he discovered in Iraq was understanding the total environment—to include tactical, political, and security considerations—and how to make logistical decisions considering all these points.

"Ensuring contractors were able to provide the necessary support across the country with as little disruption as possible, and to the standard contracted for by the procuring contracting office, was difficult at times," he said. "We were consistently challenged by statutory, policy, and regulatory constraints on the type of support the contractors could provide in a wartime environment."

Having served in Iraq with DCMA, Wood said the idea of being a combat support agency is now ever more "punctuated" in his mind.

"It was clear that without DCMA directly serving in-theater, the tens of thousands of servicemembers and civilians would never have gotten the level of support that they deserved, and what the taxpayers expect, for the money expended on life support," he said. "Therefore, DCMA's role is absolutely critical to ensuring the best quality of life possible for those serving in harm's way."

Keith D. Ernst, DCMA acting director, said Wood's receipt of the Bronze Star reflects the outstanding leadership he brings to the agency and the caliber of people who work for DCMA.

"It was an honor for me to present him with the Bronze Star and to be a part of his very special event," said Ernst. "Lieutenant Colonel Wood represents all the brave DCMA folks who are serving, or have served, in harm's way in support of the global war on terrorism."

After receiving the Bronze Star, Wood shifted the spotlight to recognize the efforts of DCMA military members and civilians he served with while in Iraq.

Wood then thanked his wife and daughter who he said, "were very instrumental in supporting me by e-mail, periodic phone calls, and sending support packages from home with all sorts of things that reminded me of what we are fighting for."

Wood has returned to serving as the commander of DCMA General Dynamics in Pittsfield, Mass.

Woodbury is with DCMA Congressional and Public Affairs.

ARMY NEWS SERVICE (FEB. 2, 2007)
SOLDIERS TESTING FCS TECHNOLOGY GIVE THUMBS UP

WASHINGTON—The Army completed the first live-fire exercise, Experiment 1.1, involving Future Combat Systems technologies and equipment at the Oro Grande Range at Fort Bliss, Texas, yesterday.

The exercise is the first step in accelerating the delivery of key FCS capabilities to current force soldiers, and part of the most comprehensive Army modernization effort in more than half a century.

A platoon of 36 soldiers tested such FCS technology as Urban and Tactical Unattended Ground Sensors and unmanned vehicles designed to clear roads and buildings, as well as detect persons and objects that may enter a building occupied by soldiers. Robotics and unmanned vehicles help clear buildings without sending actual soldiers inside.

"With the Future Force Warrior Individual Ground System, every soldier knows where their fellow soldier is, even if they're not next to them," said Sgt. 1st Class Richard Haddad, Future Combat Systems, Evaluation Brigade Combat Team. Another advantage of the FFWIGS is the ability of the platoon leader and the platoon sergeant to locate all their soldiers on their screen and communicate with them by radio.

"Soldiers won't have to wait for someone to send them the information. Every soldier will have the ability to listen to real-time information on the radio so he can anticipate the next move. He stays informed, that means he stays alert." Haddad said.

The unattended ground sensors are part of the first FCS spin-out to begin in 2008. Spin-Out 1 also includes an early version of the FCS Network and the Non-Line-of-Sight Launch System, also tested yesterday. The NLOS-LS gives the Army a highly deployable, long-range precision attack capability with a much-reduced logistical footprint for faster and more sustainable deployments.

"The new technology we have is going to save a lot of lives," said Sgt. 1st Class Andres Rugerio, FCS, EBCT. "That's the thing we're impressed about."

Experiment 1.1 had three phases. Phase 1 involved hardware and software integration and networking and systems interoperability testing in a laboratory environment

at Huntington Beach, Calif. Phase 2 involved interoperability testing of various FCS systems in a more realistic, joint operational environment with more than a dozen soldiers at Fort Bliss.

"The future is now," FCS Program Manager Maj. Gen. Charles Cartwright said yesterday. "Networked soldiers already are using early FCS systems; and we're getting invaluable soldier feedback about what works and what needs improving. Today's exercise is further confirmation that the FCS program is working as planned."

Yesterday's live-fire exercise will help ensure that the new technologies tested are sufficiently mature and suitable for the current operational environment. Results of the exercise and the soldiers' feedback will inform subsequent program development, according to Cartwright.

A soldier (left) from the Future Combat Systems, Evaluation Brigade Combat Team, views his screen for unforeseen obstacles during an exercise and live demonstration Feb. 1 at Oro Grande Range, Fort Bliss, Texas. *Photograph by Maj. Deanna Bague, USA*

The FCS program has delivered more than five million lines of software code and several pre-production prototype systems on cost and on schedule.

Maj. Deanna Bague from the Fort Bliss Public Affairs Office contributed to this story.

NAVY NEWSSTAND (FEB. 4, 2007)
NAVY SECRETARY ANNOUNCES AWARD FOR MILITARY SEALIFT COMMAND CONTRACTING TEAM

Tim Boulay

WASHINGTON—Secretary of the Navy Donald C. Winter announced Feb. 1 that a Military Sealift Command (MSC) contracting team won a 2006 Navy Competition and Procurement Excellence Award for chartering ships to rescue Americans stranded in Lebanon last year.

The team—Ken Allen, Lee Anderson, Olivia Bradley, Tim Pickering, Lance Nyman, and Dan Wentzell—worked with companies and brokers from around the world to ensure that more than 6,700 Americans were rescued and moved from war-torn Lebanon to safety in Cyprus during the July 2006 Israeli offensive against Hezbollah militants.

Though U.S. military ships also took part in the effort that eventually rescued more than 13,000 people, the MSC-chartered cruise ship *Orient Queen* was the first to arrive in Lebanon. MSC chartered a total of three ships for the operation.

"When you know that American lives are at stake, you just remain focused to get the job done," said Bradley. "I'm pleased to have had a role in such an important mission."

In his message, Winter extended his personal congratulations and noted that "the outstanding performance by all personnel involved in the acquisition process is greatly appreciated."

MSC operates approximately 110 noncombatant, civilian-crewed ships that replenish U.S. Navy ships, chart

ocean bottoms, conduct undersea surveillance, strategically pre-position combat cargo at sea around the world, and move military equipment and supplies used by deployed U.S. forces.

For more news from around the fleet, visit < www.navy. mil >.

Boulay is with Military Sealift Command Public Affairs.

ARMY NEWS SERVICE (FEB. 5, 2007)
ARMY PICKS TOP ENVIRONMENTAL PROGRAMS

Deborah Elliott

WASHINGTON—Six installations, one team and one individual, have been declared winners in the fiscal 2006 Secretary of the Army Environmental Awards. The awards honor the Army's top programs in endangered species protection, historic preservation, waste reduction, environmental cleanup, and pollution prevention.

Installation winners are Fort Lewis, Wash., Fort Drum, N.Y., Fort Riley, Kan., Letterkenny Army Depot, Pa., Camp Edwards Training Site, Mass., and U.S. Army Garrison Grafenwoehr, Germany. The team award went to Radford Army Ammunition Plant, Va., and Karstin Carmany-George of the Indiana National Guard took the individual award.

"The Army is a good steward of the environment, and we are committed to the long-term sustainability of the natural resources in our care," said Tad Davis, deputy assistant secretary of the Army for the environment, safety and occupational health.

"As the winners of our environmental awards so aptly demonstrate, the Army uses innovation, dedication, and hard work to achieve a successful interaction of our military mission with sound environmental stewardship and community involvement," Davis said.

Fort Lewis won the award in the Pollution Prevention, Non-industrial Installation category for reusing lumber and other resources from building deconstruction to make improvements to training facilities. The program offers a model for others to follow, said awards panel judge Bob Donaghue.

"The Army, particularly the Fort Lewis comprehensive deconstruction program, is pioneering a money-saving idea that is transferable across both the private and public sectors," said Donaghue, director of the Pollution Prevention Assistance Division in the Georgia Department of Natural Resources.

Radford Army Ammunition Plant, one of the Army's main TNT production facilities, won the award for Pollution Prevention Team. Carmany-George took the Cultural Resources Management, Individual category by using technology to manage and preserve cultural resources and support the building of a state-of-the-art urban training complex.

The Army National Guard at Camp Edwards Training Site won the Natural Resources Conservation, Large Installation award for its robust training program that benefits 11 natural plant and animal communities.

The U.S. Army Garrison Grafenwoehr won the award for Environmental Quality, Overseas Installation, in part for its efforts to give soldiers more room to train.

"This project demonstrates that the innovative use of science can allow high-impact training activities to be conducted in harmony with a high-quality natural environment," said Tom Easterly, judge and commissioner of the Indiana Department of Environmental Management.

Letterkenny Army Depot won the Environmental Quality, Industrial Installation award by applying lean manufacturing methods as it delivered almost 900 reinforced armor humvee door kits to soldiers in Iraq.

To win the Cultural Resources Management, Installation award, the Fort Drum cultural resources staff constructed mock Muslim cemeteries and archeological sites for use as aerial gunnery avoidance target training.

The Fort Riley environmental staff helped make land available for a Tactical Unmanned Aerial System operational area, earning the Environmental Restoration, Installation award.

Winners of the Secretary of the Army awards go on to compete for the Secretary of Defense Environmental Awards.

Elliott is with U.S. Army Environmental Command.

AIR FORCE GENERAL RECEIVES ANALYSIS AWARD

WASHINGTON—The Air Force Heritage to Horizons focus was highlighted recently when the Air Force vice chief of staff received the Lt. Gen. Glenn A. Kent Leadership Award.

Gen. John D.W. Corley was recognized for his long-term vision and leadership in guiding the Air Force to set the standard for Department of Defense analyses.

Corley is the fourth recipient of the award, which recognizes leadership for the analytic community. Previous award recipients include retired Gen. Larry D. Welch, the former Air Force chief of staff.

As a young officer, Corley served as a combat analyst in the Headquarters Air Force Studies and Analyses branch, which was responsible for building the modeling and simulation foundation that defined the Service's next-generation fighters. Following the air war over Serbia, he served as director of studies and analysis at U.S. Air Forces in Europe, developing the lessons learned report for the Air Force.

Dr. Jacqueline Henningsen, director for Studies and Analyses, Assessments and Lessons Learned at the Pentagon, said she can't imagine a better recipient for this award.

"Based on his background, General Corley understands the role of unbiased analytic fireproofing and ensures our community is a vital part of the decision process," she said.

The award is named after Lt. Gen. Glenn A. Kent, who retired in 1974 after serving as the director of the Weapons Systems Evaluation Group, under the direction of the Defense Research and Engineering for the Office of the Secretary of Defense. This followed his assignment as assistant chief of staff, Air Force Studies and Analysis.

Kent, among other accomplishments, is known as the father of the "Strategy to Task" defense analysis approach that is still in use today and is still considered among the premier military analytical thinkers of all time.

Ever since the first days of the Army Air Corps, the Air Force analytic community has provided operational warfighting assessments, force structure recommendations, emerging issue analysis, and the application of

Gen. John D.W. Corley, USAF, Air Force Vice Chief of Staff, is the recipient of the Lt. Gen. Glenn A. Kent Leadership Award. The award recognizes leadership for the analytic community. *DoD Photograph*

lessons learned. The analysts provide insight enabling Air Force leadership to make informed decisions.

Corley said his father, a B-17 pilot in World War II, depended on the strategic bombing information provided by analysis pioneers of that time.

Henningsen said she sees a lot of similarities between Kent's era of service and the one Corley serves in today.

"While our nation was facing the Cold War and the Vietnam conflict," she said, "General Kent contributed critical thought and sound analysis to help convince leaders that a single command with an integrated operations plan should be responsible to organize and employ our strategic forces. His visionary concepts laid the way to the end of the Cold War two decades later."

Henningsen concluded that "leaders like General Corley and General Kent compel us to think logically as well as to study the lessons experienced by those before us—how they prevailed, adapted, and modernized. These insights can help us maintain a competitive edge over our foes now and in the future."

AT&L Workforce—
Key Leadership Changes

GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Robert M. Gates announced today that the president has made the following nominations:

Air Force Reserve Brig. Gen. Stephen P. Gross has been nominated to the grade of major general while serving as mobilization assistant to the commander, Aeronautical Systems Center, Air Force Materiel Command, Wright-Patterson Air Force Base, Ohio.

Air Force Reserve Brig. Gen. Bradley C. Young has been nominated to the grade of major general while serving as mobilization assistant to the director, Maintenance and Logistics, Air Combat Command, Langley Air Force Base, Va.

GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Robert M. Gates announced today that the president made the following nominations:

Marine Corps Brig. Gen. Frank A. Panter Jr. has been nominated for appointment to the grade of major general. Panter is currently serving as the assistant deputy commandant for Installations & Logistics (Plans), Washington, D.C.

Marine Corps Brig. Gen. Robert E. Schmidle Jr., has been nominated for appointment to the grade of major general. Schmidle is currently serving as the deputy director for Resources and Acquisition, J-8, Joint Staff, Washington, D.C.

FLAG OFFICER ASSIGNMENTS

Chief of Naval Operations Adm. Mike Mullen announced the following flag officer assignment:

Rear Adm. (lower half) Charles H. Goddard is being assigned as program executive officer for ships, Washington, D.C. Goddard is currently serving as vice commander, Naval Sea Systems Command, Washington, D.C.

GENERAL OFFICER ANNOUNCEMENTS

Secretary of Defense Robert M. Gates announced that the president has nominated: Maj. Gen. Jeffrey A. Sorenson, U.S. Army, for appointment to the rank of lieutenant general and assignment as chief information officer/deputy chief of staff, G-6, U.S. Army, Washington, D.C. He is currently serving as deputy for Acquisition and Systems Management, Office of the Assistant Secretary of the Army (Acquisition, Logistics and Technology), Washington, D.C.

GENERAL OFFICER ASSIGNMENTS

Air Force chief of staff announces the assignments of the following general officers:

Maj. Gen. Loren M. Reno, vice director, Defense Logistics Agency, Fort Belvoir, Va., to commander, Oklahoma City Air Logistics Center, Air Force Materiel Command, Tinker Air Force Base, Okla.

Maj. Gen. David M. Edgington, director, Global Power Programs, Office of the Assistant Secretary of the Air Force for Acquisition, Pentagon, Washington, D.C., to director, Air Component Coordination Element, Multi-National Force-Iraq, Air Combat Command, Baghdad, Iraq.

Maj. Gen. Mark D. Shackelford, director, Plans and Requirements, Headquarters Air Force Space Command, Peterson Air Force Base, Colo., to director, Global Power Programs, Office of the Assistant Secretary of the Air Force for Acquisition, Pentagon, Washington, D.C.

FLAG OFFICER ANNOUNCEMENT

Secretary of Defense Robert M. Gates announced today that the president has made the following nomination:

Navy Reserve Capt. Robin R. Braun has been nominated for appointment to the grade of rear admiral (lower half) while serving as commanding officer, Navy Air Logistics Office, New Orleans, La.

From Our Readers

Program Manager Competencies

I read the two articles that mention PM competencies (Kroecker, "Developing Future Program Leaders," and Turk, "21st Century Project Management Competencies," in the January-February issue of *Defense AT&L*. I was surprised that neither article mentioned the Project Management Institute's "Project Manager Competency Development Framework," which is currently being revised.

The "PMCD Framework" provides a framework for the definition, assessment, and development of project manager competence. It defines the key dimensions of competence and identifies those competencies that are most likely to impact project manager performance. The degree of its impact on project success may vary, depending on factors such as project types and characteristics, or organizational context and maturity. The competencies identified by the PMCD Framework have a broad application.

The PMCD, Second Edition, is currently under review by PMI volunteers.

George Jackelen
Senior Systems Engineer
Global Analytic IT Services (GAITS)

Exposing the Sins of Memory

I enjoyed Col, Haraburda's article "The 'Seven Sins of Memory'" in the January - February issue very much. What an important topic, but this is the first article I can recall ever reading on it.

Among the many good points the author made touched upon one of my most serious concerns: a growing lack of discipline in summarizing and issuing minutes at the end of meetings. To have people walk away from a meeting with differing recollections of what happened, what was said, and what was decided can be disastrous for a project. I realize people are very busy, but—as Haraburda points out, it's a very bad idea to skip this critical activity.

Thanks to Col. Haraburda for sharing this important facet of decision-making with readers.

Al Kaniss
Naval Air Systems Command

Distinguishing Between Experiment and Demo

On page 4 of the interview in the January-February 2007 *Defense AT&L,* Dr. Lewis makes a much-needed distinction between Experiment and Demonstration. What a great concept! I am now wondering if the pressure we place on contractors to succeed results in our seeing only the end product (demo), and we all lose the value of seeing the results of the experiments prior to the building of the demo. By not seeing the data from those experiments, we are far less capable of stretching the envelope on the next set of requirements being written.

I, as a skeptic, also wonder if the contractor sometimes may be forced to avoid the expense incurred by a full set of experiments and to drive their people to provide the expedient answer (demo) as opposed to the less-than-robust answer that a full-scale set of experiments would possibly provide to us as PM, customer, and taxpayer.

Pat Murphy
Technical Advisor
17th Test Squadron, Det 2

AIR UNIVERSITY DEBUTS STRATEGIC PUBLICATION, SEEKS ARTICLES

MAXWELL AIR FORCE BASE, Ala. (Jan. 31, 2007)—Air University officials have announced the debut of a publication that will serve as a forum for the critical examination of and debate about contemporary national defense topics. They are inviting authors to share their perspectives on strategic issues in today's headlines.

Topics of discussion within the pages of the new *Strategic Studies Quarterly* will range across the spectrum of warfare, strategy, national security, international and defense policy, and academic issues.

Calling it a "journal of ideas," Editor-in-chief Dr. Chris Cain said *Strategic Studies Quarterly* is geared to serve the greater defense and academic communities by exploring significant subjects of current and continuing interest to the U.S. Air Force and Department of Defense.

The publication will expand the discussion of policy matters and serve as a conduit to establish a conversation between members of those communities, Cain said.

"It will add to the existing quantity and quality of informed opinions," he said. "Thus, our senior military and civilian leaders and those who work for them will be better equipped to make sound decisions."

Military and civilian members from all Services, policy makers across all government agencies, and members of academia can contribute articles to the quarterly. Deadline to submit articles for consideration for the inaugural September issue is May 1.

Initially, *Strategic Studies Quarterly* will be available in print to senior leaders, Air Force organizations, professional military education schools and military libraries. Circulation will be 7,000 to 10,000 copies. An electronic subscription service is planned.

Contributing authors can e-mail their 5,000- to 15,000-word articles for consideration to strategicstudiesquarterly@ maxwell.af.mil or mail to: Managing Editor, Strategic Studies Quarterly, Air War College, 325 Chennault Circle, Maxwell AFB, AL 36112-6427.

Submissions should be in MS Word-compatible format. Contributors are asked to include storage medium when submitting by mail.

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Media representatives who would like to schedule an interview with Cain can contact Phil Berube, Air University Public Affairs, at the contact information listed above.

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Shared systems and tools for the federal acquisition community and the government's business partners.

Acquisition Community Connection
http://acc.dau.mil
Policies, procedures, tools, references, publications, links, lessons learned.

Advanced Concept Technology Demonstrations (ACTDs)
www.acq.osd.mil/actd/
Accomplishments, articles, speeches, guidelines, and POCs.

Aging Systems Sustainment and Enabling Technologies (ASSET)
http://asset.okstate.edu/asset/index.htm
Government-academic-industry partnership.

Air Force (Acquisition)
www.safaq.hq.af.mil/
Policy; career development and training opportunities; reducing TOC; library; links.

Air Force Center for Systems Engineering
www.afit.edu/cse/
Processes, practices, tools, and resources for the SE workforce.

Air Force Materiel Command (AFMC) Contracting Laboratory's FAR Site
http://farsite.hill.af.mil/
FAR search tool; Commerce Business Daily announcements (CBDNet); Federal Register; electronic forms library.

Army Acquisition Support Center
http://asc.army.mil
Policy; *Army AL&T* Magazine; programs; career information; events; training .

Assistant Secretary of the Army (Acquisition, Logistics & Technology)
https://webportal.saalt.army.mil/
ACAT Listing; Bulletin; digital documents library; organization.

Association for the Advancement of Cost Engineering International (AACE)
www.aacei.org
Planning and management of cost and schedules; online library, bookstore, etc.

Association of Old Crows (AOC)
www.crows.org
News; conventions, courses; *Journal of Electronic Defense*.

Association of Procurement Technical Assistance Centers (APTAC)
www.aptac-us.org
PTACs nationwide assist businesses with government contracting issues.

Central Contractor Registration
www.ccr.gov
U.S. government vendor database. Registration, annual revalidation required.

Committee for Purchase from People Who are Blind or Severely Disabled
www.jwod.gov
Information and guidance on the Javits-Wagner-O'Day (JWOD) Act.

Defense Acquisition University
www.dau.mil
Publications, training, and education news for the AT&L workforce.

DAU Alumni Association
www.dauaa.org
Acquisition tools and resources; links; career opportunities; member forums.

DAU Distance Learning Courses
www.dau.mil/registrar/enroll.asp
DAU online courses.

Defense Advanced Research Projects Agency (DARPA)
www.darpa.mil
News releases; current solicitations; "Doing Business with DARPA."

Defense Electronic Business Program Office (DEBPO)
www.acq.osd.mil/scst/index.htm
Policy; newsletters; Central Contractor Registration; assistance centers.

Defense Information Systems Agency (DISA)
www.disa.mil
Defense Information System Network; Defense Message System; Global Command and Control System.

Defense Modeling and Simulation Office (DMSO)
www.dmso.mil
DoD Modeling and Simulation Master Plan; document library; events; services.

Defense Systems Management College (DSMC)
www.dau.mil
DSMC educational products and services; course schedules; job opportunities.

Defense Technical Information Center
www.dtic.mil/
Scientific and technical information network—one of DoD's largest available repositories of scientific, research, and engineering information.

Director, Defense Procurement and Acquisition Policy (DPAP)
www.acq.osd.mil/dpap
Policy news and events; reference library; DPAP organizational breakout; acquisition education and training policy, guidance.

DoD Defense Standardization Program
www.dsp.dla.mil
DoD standardization; points of contact; FAQs; military specifications and standards reform.

DoD Enterprise Software Initiative
www.esi.mil
Joint project to implement true software enterprise management process in DoD.

DoD Inspector General Publications
www.dodig.osd.mil/pubs/
Audit and evaluation reports; IG testimony; planned and ongoing audit projects.

DoD Office of Technology Transition
www.acq.osd.mil/ott/
Information about and links to OTT's programs.

DoD Systems Engineering
www.acq.osd.mil/ds/se
Policies, guides, other information on SE and related topics, including developmental T&E and acquisition program support.

Earned Value Management
www.acq.osd.mil/pm
Implementation of earned value management; latest policy changes; standards; international developments.

Electronic Industries Alliance (EIA)
www.eia.org
Government relations; links to issues councils; market research assistance.

Electronic Subcontracting Reporting System
www.esrs.gov
Prime contractors report on subcontracting goals required by contracts.

Excluded Parties List System
www.epls.gov
Identifies parties excluded from receiving certain federal contract, subcontracts, etc.

Federal Acquisition Institute (FAI)
www.faionline.com
Learning opportunities; information access and performance support.

Federal Acquisition Jump Station
http://prod.nais.nasa.gov/pub/fedproc/home.html
Procurement and acquisition servers by contracting activity; CBDNet; library.

Federal Agency Registration
www.bpn.gov/far
For entites that buy from and sell to other federal entities.

Federal Aviation Administration (FAA)
www.asu.faa.gov
Online policy and guidance for all aspects of the acquisition process.

Federal Business Opportunities
www.fbo.gov/
Federal government procurement opportunities over $25,000.

Federal Procurement Data System-Next Generation
https://www.fpds.gov/
Public access to reports on federal contract awards.

Federal R&D Project Summaries
www.osti.gov/fedrnd/about
Information on federal research projects; search databases at different agencies.

Federal Research in Progress
http://grc.ntis.gov/fedrip.htm
Information on federally funded projects in the physical sciences, engineering, life sciences.

Federal Technical Data Solution
www.fedteds.gov
Secure sharing of technical data for response to solicitations.

Fedworld Information
www.fedworld.gov
Central access point for searching, locating, ordering, and acquiring government and business information.

Government Accountability Office
www.gao.gov
GAO reports;policy and guidance; FAQs.

General Services Administration
www.gsa.gov
Online shopping for commercial items to support government interests.

Government-Industry Data Exchange Program (GIDEP)
www.gidep.org/
Federally funded co-op of government-industry participants, providing electronic forum to exchange technical information.

GOV.Research_Center
http://grc.ntis.gov
Dept. of Commerce, National Technical Information Service, and National Information Services Corporation joint venture access to government information.

Integrated Dual-Use Commercial Companies (IDCC)
www.idcc.org
Information for technology-rich commercial companies on doing business with the federal government.

International Test & Evaluation Association (ITEA)
www.itea.org

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Furthering development and application of T&E policy and techniques to assess new and existing systems and products.

U.S. Joint Forces Command
www.jfcom.mil
"Transformation laboratory" that develops and tests future concepts for warfighting.

Joint Fires Integration and Interoperability Team
https://jfiit.eglin.af.mil (*Accessible from .gov and .mil domains only.*)
USJFCOM lead agency to investigate, assess, and improve integration, interoperability, and operational effectiveness of Joint Fires and Combat Identification.

Joint Interoperability Test Command
http://jitc.fhu.disa.mil
Policies and procedures for interoperability certification; lessons learned; support.

Joint Spectrum Center (JSC)
www.jsc.mil
Operational spectrum management support to the Joint Staff and COCOMs; R&D into spectrum-efficient technologies.

Library of Congress
www.loc.gov
Research services; Congress at Work; Copyright Office; FAQs.

MANPRINT (Manpower and Personnel Integration)
www.manprint.army.mil
POCs for PMs; regulations; policy letters from Army Acquisition Executive; briefings on MANPRINT program.

National Aeronautics and Space Administration's Commercial Technology Office (CTO)
http://technology.grc.nasa.gov
Promotes competitiveness of U.S. industry through commercial use of NASA technologies and expertise.

National Contract Management Association (NCMA)
www.ncmahq.org
"What's New in Contracting?"; educational products catalog; career center.

National Defense Industrial Association (NDIA)
www.ndia.org
News; events; government policy; National Defense magazine.

National Geospatial-Intelligence Agency
www.nima.mil
Imagery; maps and geodata; Freedom of Information Act resources; publications.

National Institute of Standards and Technology (NIST)
www.nist.gov
Technology, measurements, standards programs, products, and services.

National Technical Information Service
www.ntis.gov/
Purchase of technical reports, computer products, videotapes, audiocassettes.

Naval Sea Systems Command
www.navsea.navy.mil
Total Ownership Cost; documentation and policy.

Navy Acquisition and Business Management
www.abm.rda.hq.navy.mil
Policy, training, guides, and assistance for the Standardized Procurement System community.

Navy Acquisition, Research and Development Information Center
www.onr.navy.mil/sci_tech
News, publications, regulations, and technical reports; doing business with Navy.

Navy Best Manufacturing Practices Center of Excellence
www.bmpcoe.org
Best manufacturing and business practices in use throughout industry, government, academia.

Naval Air Systems Command (NAVAIR)
www.navair.navy.mil
Advanced warfare technology through worldwide network of aviation technology experts.

Office of Force Transformation
www.oft.osd.mil
Transformation policies, programs, and projects DoD- and Services-wide.

Office of Small and Disadvantaged Business Utilization
www.acq.osd.mil/sadbu
Program and process information; current solicitations; Help Desk information.

Online Representations and Certifications Application
www.bpn.gov/orca
Reps and certs collected in Section K of every federal solicitation.

Open Systems Joint Task Force
www.acq.osd.mil/osjtf
Open Systems education and training opportunities; studies and assessments; projects, initiatives, plans; library.

Parts Standardization and Management Committee (PSMC)
www.dscc.dla.mil/psmc
Government-industry collaborative effort for parts management and standardization through commonality of parts and processes.

Past Performance Information Retrieval System
www.ppirs.gov
Federal acquisition personnel report and review contractor performance.

Performance-based Logistics Toolkit
https://acc.dau.mil/pbltoolkit
Process model for development, implementation, and management of PBL strategies.

Project Management Institute
www.pmi.org
Publications; information resources; professional practices; career certification.

Small Business Administration
www.sbaonline.sba.gov
Communications network for small businesses.

SOLE-International Society of Logistics
www.sole.org
Online desk references that link to logistics problem-solving advice; Certified Professional Logistician certification.

Software Program Managers Network
www.spmn.com
Support and publications on effective software development best practices.

Space and Naval Warfare Systems Command (SPAWAR)
https://e-commerce.spawar.navy.mil
SPAWAR business opportunities; acquisition news; solicitations; small business information.

System of Systems Engineering Center of Excellence (SoSECE)
www.sosece.org
Advances development, evolution, practice, and application of the system of systems engineering discipline.

Under Secretary of Defense (AT&L)
www.acq.osd.mil/
USD(AT&L) documents; streaming videos; links.

USD(AT&L) Knowledge Sharing System
http://akss.dau.mil
Automated acquisition reference tool covering mandatory and discretionary practices.

U.S. Coast Guard
www.uscg.mil
News and current events; services; points of contact; FAQs.

U.S. Department of Transportation MARITIME Administration
www.marad.dot.gov/
Information and guidance on shipping cargo on U.S. flag vessels.

Wage Determinations Online
www.dol.gov
For service contracts subject to McNamara-O'Hara Service Contract Act and construction contracts subject to Davis-Bacon Act.

Defense AT&L Writer's Guidelines in Brief

Purpose

Defense AT&L magazine is intended to instruct the DoD acquisition, technology & logistics workforce and defense industry on policies, trends, legislation, senior leadership changes, events, and current thinking affecting program management and defense systems acquisition.

Subject Matter

We do print feature stories that include real people and events. Stories that appeal to our readers—who are senior military personnel, civilians, and defense industry professionals in the program management/acquisition business—are those taken from real-world experiences vs. pages of researched information. **We don't print** academic papers, fact sheets, technical papers, or white papers. We don't use endnotes or references in our articles. Manuscripts meeting those criteria are more suited for DAU's journal, *Defense Acquisition Review*.

Defense AT&L reserves the right to edit manuscripts for clarity, style, and length. Edited copy is cleared with the author before publication.

Length

Articles should be 1,500 – 2,500 words.

Author bio

Include a brief biographical sketch of the author(s)—about 25 words—including current position and educational background. We do not use author photographs.

Style

Good writing sounds like comfortable conversation. Write naturally; avoid stiltedness and heavy use of passive voice. Except for a rare change of pace, most sentences should be 25 words or less, and paragraphs should be six sentences. Avoid excessive use of capital letters and acronyms. Define *all* acronyms used. Consult "Tips for Authors" at <www.dau.mil/pubs/damtoc.asp>. Select "Submit an Article to *Defense AT&L*."

Presentation

Manuscripts should be submitted as Microsoft Word files. Please use Times Roman or Courier 11 or 12 point. Double space your manuscript and do not use columns or any formatting other than bold, italics, and bullets. Put your name on every page. *Do not embed or import graphics into the document file*; they must be sent as separate files (see next section).

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We use figures, charts, and photographs (black and white or color). Photocopies of photographs are not acceptable. Include brief numbered captions keyed to the figures and photographs. Include the source of the photograph. We publish no photographs or graphics from outside the DoD without written permission from the copyright owner. We do not guarantee the return of original photographs.

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Issue	Author's Deadline
January-February	1 October
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May-June	1 February
July-August	1 April
September-October	1 June
November-December	1 August

If the magazine fills before the author deadline, submissions are considered for the following issue.

Submission Procedures

Submit articles by e-mail to datl(at)dau(dot)mil* or on disk to: DAU Press, ATTN: Judith Greig, 9820 Belvoir Rd., Suite 3, Fort Belvoir VA 22060-5565. Submissions must include the author's name, mailing address, office phone number (DSN and commercial), e-mail address, and fax number.

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